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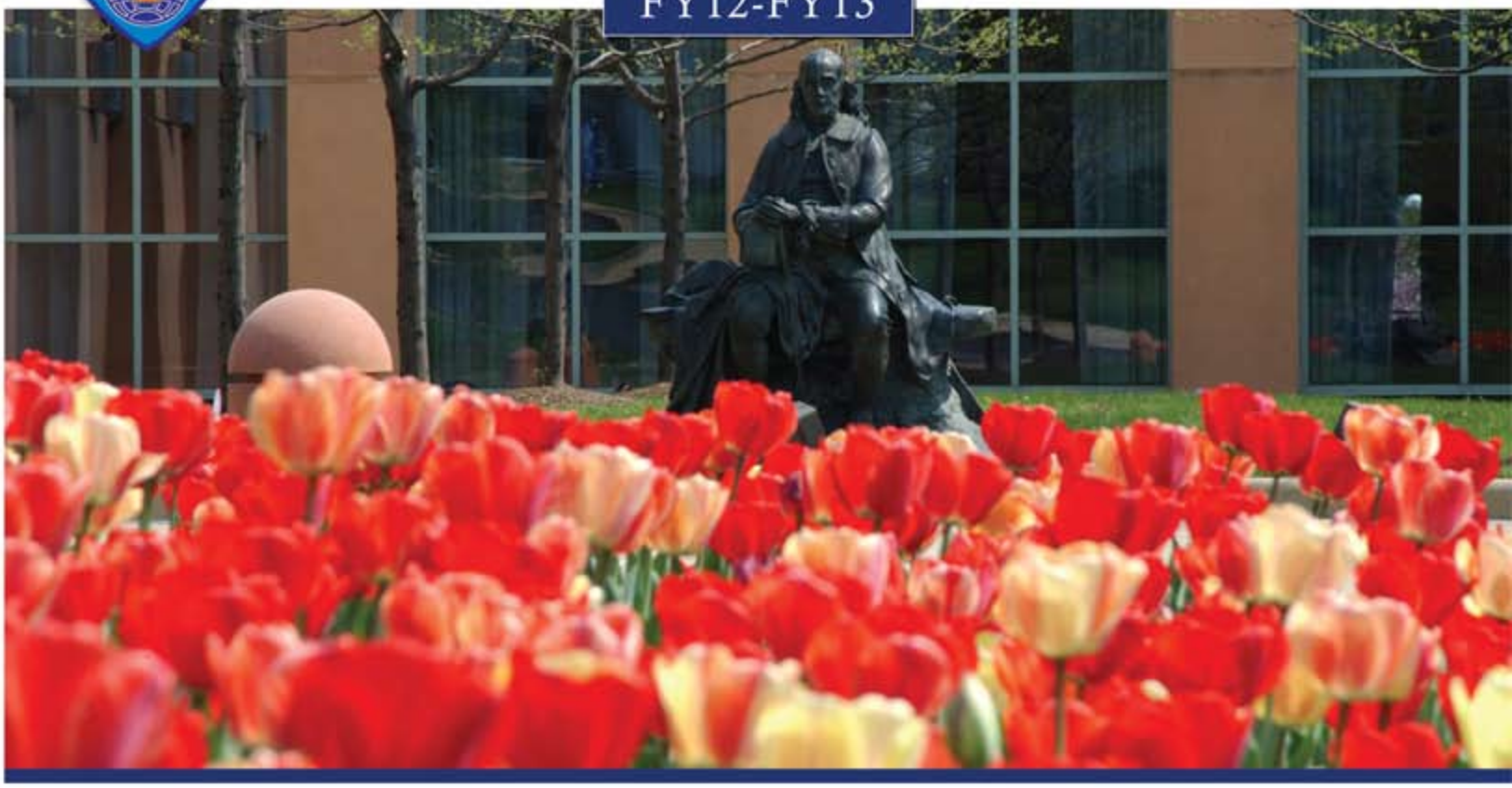
Foreign Service Institute Course Catalog

October 1, 2011 - September 30, 2013

FY12-FY13



U.S. DEPARTMENT OF STATE
GEORGE P. SHULTZ NATIONAL FOREIGN AFFAIRS TRAINING CENTER
http://fsi.state.gov

For course schedule and tuitions, please see accompanying Course Schedule and Tuition pamphlet.

Address:

To ensure timely delivery of your registration forms, we ask that you address your correspondence to:

U.S. Department of State
Foreign Service Institute
George P. Shultz National Foreign Affairs Training Center
Office of the Registrar, Room F1245
Washington, D.C. 20522-4201

E-mail: FSIRegistrar@state.gov

Numbers:

For general course and registration information, contact the Office of the Registrar:

Telephone:	703-302-7137 or 7144
TTY Phone:	703-302-7449
FAX:	703-302-7152
Student Messages:	703-302-7137 or 7144

For information on specific programs, contact individual department chairs (see numbers on page 6).

Catch us online!

The FSI Catalog is available in multiple formats:

- If you are on the Department's OpenNet, use the intranet address at http://fsi.state.gov.
- If you are not on the Department of State's OpenNet, use the Internet address at http://fsitraining.state.gov.
- For CD-ROM versions, contact the FSI Office of the Registrar at 703-302-7137/7144.

Foreign Service Institute

at the George P. Shultz National Foreign Affairs Training Center

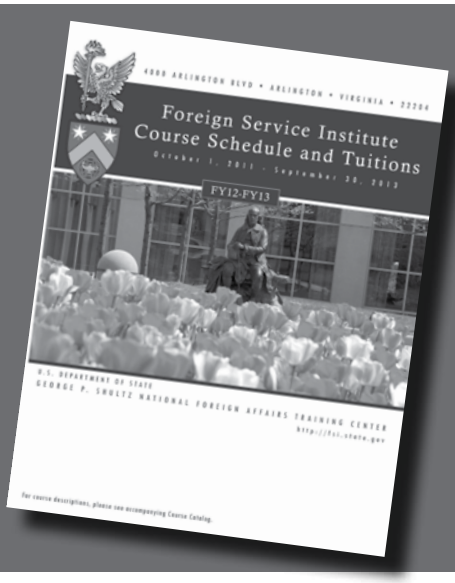
The Foreign Service Institute is the Department of State bureau that provides training to Department of State personnel and the personnel of the Foreign Affairs community. FSI offers more than 700 courses, including training in over 90 languages, through classroom instruction and distance learning. Presently, over 200 FSI courses are online, meeting the expanding needs of employees throughout the world. The courses are designed to promote successful performance in each professional assignment, to ease adjustment to other countries and cultures, to promote meaningful family experiences and to enhance the leadership and management capabilities of the foreign affairs community.

The main facilities of the Foreign Service Institute are located on the 72-acre campus of the George P. Shultz National Foreign Affairs Training Center in Arlington, Virginia, just ten minutes from the main Department of State building in Washington, D.C. Classes are held at various locations throughout the metropolitan area, regional training centers and posts throughout the world.

The Shultz Center is a historically significant site. Originally the home of Arlington Hall Junior College, it later served as a U.S. Army installation, known as Arlington Hall Station. In 1989, the land and buildings were transferred to the Department of State to be used for the training of foreign affairs personnel. Historians have deemed the site noteworthy "for its local architectural importance and nationally significant role in American military intelligence operations during World War II." Four structures dating from the early history of the site as a junior college have been renovated and incorporated into the training center. The training facility was named in honor of George P. Shultz, Secretary of State, 1982-1989, who was instrumental in the establishment of the facility.

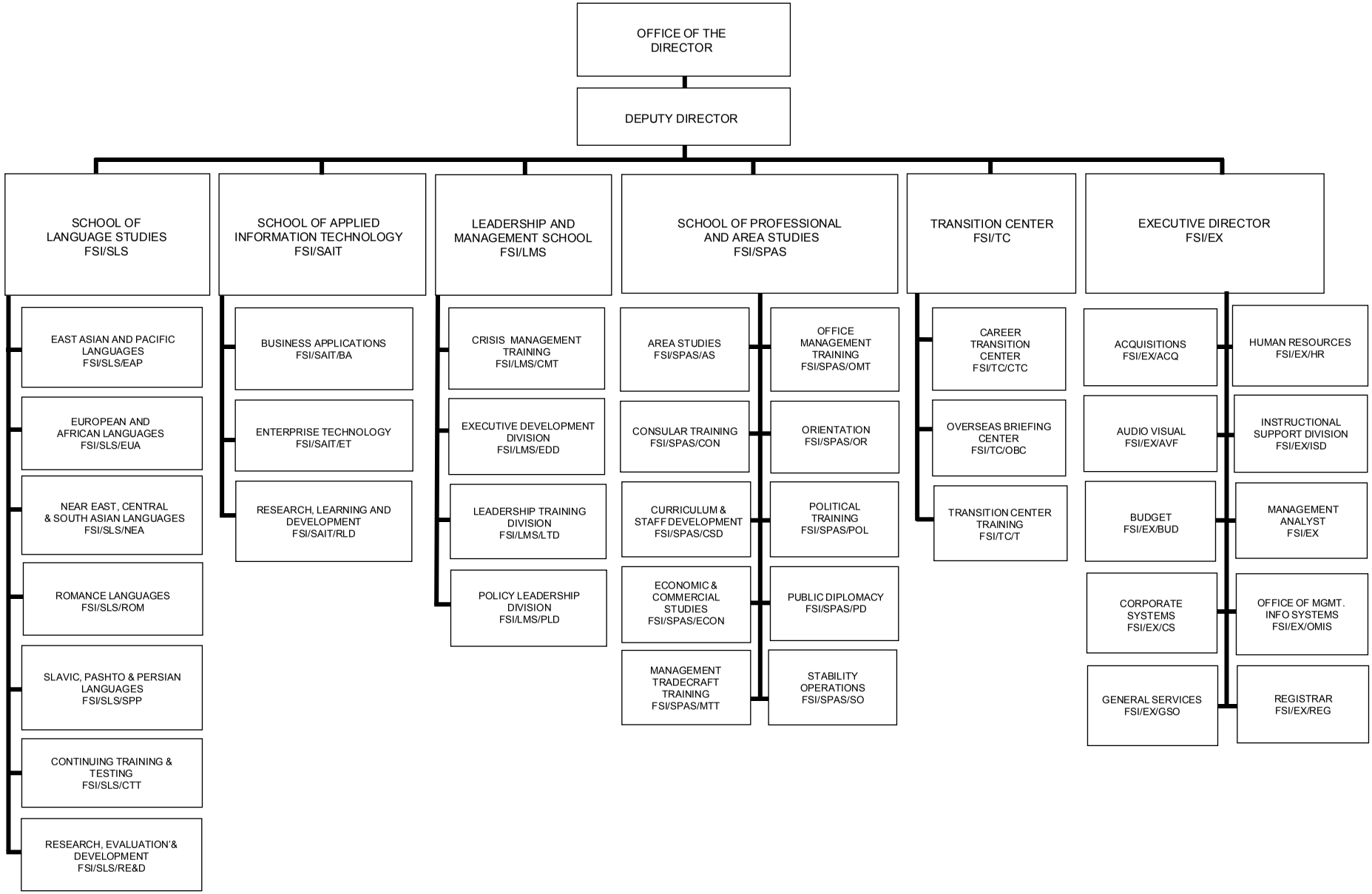
Most courses offered from October 2011 through September 2013 are listed in this publication. Courses are added throughout the year and are advertised on the FSI Web Page, through the Department of State's intranet. If you have questions, please contact the Office of the Registrar at 703-302-7137/7144 or at FSIRegistrar@state.gov.

The FSI Course Catalog has a new look this year! We have removed the "Course Schedule" and "Tuition" sections from the catalog and created their own separate publications. So when you are planning to take a class, please ensure you cross-reference the "Course Catalog" with the "Course Schedule and Tuition" booklet for class dates and fees information.



FOREIGN SERVICE INSTITUTE

August 2011



How to use this catalog

1. How do I find course descriptions?

Course Descriptions give details about content, timing and target audience. You can find a course in two ways:

✓ Course descriptions are organized under the following themes. Look under the theme that best fits what interests you:

Area Studies
Communication and Public Speaking
Computer and Communications Systems Technology Skills
Computer End-User Skills
Consular Training
Distance Learning
Diversity
Economic and Commercial Studies
Global and Multilateral Issues
Language Studies
Leadership/Management
Management Tradecraft
Negotiation
Office Management
Orientation
Overseas Living
Political Training
Program Planning and Assessment
Public Diplomacy
Reconstruction, Stabilization and Conflict Transformation
Retirement
Safety
Security
Training Skills
Transitions
Transition Workshops and Presentations

✓ If you don't know the theme, but know the **Course Title** use the **Index** to find the course page number.

2. How do I find language classes?

The **Language Studies** theme, pages 155-161, describes the different types of language courses and proficiency tests.

3. How do I register?

See **Admissions,** page 1-2 or visit FSI's OpenNet Web site at http://fsi.state.gov. General questions may be directed to "Ask FSI."

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4. How do I learn more about the George P. Shultz National Foreign Affairs Training Center (the Shultz Center)?

The **Introduction,** pages 1-17, will answer your questions about the Foreign Service Institute with its language, area, professional, leadership and management training and the Transition Center workshops.

5. How do I get to the Shultz Center?

Maps and transportation guides begin on page 278.

6. Where do I find general student information?

General Information, pages 1-5, answers the most common questions. For additional information, **contact the Office of the Registrar at FSIRegistrar@state.gov** (703-302-7137/7144). Other office numbers can be found within individual courses and on page 6 of the ***Introduction***.

7. How do I reach someone in training?

Call 703-302-7137 or -7144, or fax 703-302-7152, 7:30 a.m. to 5:00 p.m. In emergencies, messages are delivered to the classroom. Otherwise, messages and official mail for students are placed in mail slots outside the FSI Office of the Registrar, Room F1245.

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General Information

General information about FSI courses can be found on the Department of State OpenNet at http://fsi.state.gov.

Access to the Facility

- Federal Workdays: 7:00 a.m. to 6:00 p.m.
- Weekend and Holidays: 8:00 a.m. to 5:00 p.m.
- Department of State ID badge holders may enter through any one of the card reader access points along the inner perimeter fence or the Visitor's Center.
- Others must enter through the Visitor's Center. An escort may be required.
- Picture identification is required.
- All student and visitor badges must be returned to the Visitor's Center when the course is completed.
- All weekend and holiday access for staff and students is through the Visitor's Center.

Holders of Department of State badges not coded for the Shultz Center, who need access to the facility for an extended period of time, may request access by completing a request access form from the FSI General Services Office, Room F2131. Difficulties or issues regarding badges should be directed to the ID Services Customer Service Center at: idservicescsc@state.gov or telephone 202-647-1775.

Accreditation/ Certification

The Foreign Service Institute, whose mission is to "develop the men and women our nation requires to fulfill our leadership role in world affairs and to defend U.S. interests," is the primary training institution for the U.S. Foreign Affairs community. Although not accredited as an academic institution, optional programs afford students the opportunity to obtain academic credit for training completed at FSI.

The Foreign Service Institute participates in the American Council on Education's College Credit Recommendation Service. Several FSI courses and language proficiency tests have been designated for ACE CREDIT recommendation at either the undergraduate or graduate level. Students wishing to participate in this program must declare their intention of pursuing CREDIT recommendation two weeks prior to course start date. To obtain CREDIT recommendation, program participants will be required to complete additional coursework or achieve a specified final exam/test score. Students then apply to ACE to request an ACE transcript be forwarded to their college or university. Please note that while ACE recommendations are honored at many colleges or universities, the institution has the discretion to use, modify or reject the recommendation.

FSI courses, or language proficiency tests, available for ACE CREDIT recommendation are identified in the FSI course descriptions. Students may review ACE CREDIT recommendation requirements by visiting the FSI online catalog or by requesting information from the course manager. Due to additional requirements, all course offerings may not be available for ACE Credit recommendation. Students should verify availability prior to enrollment by contacting the course manager or the FSI Office of the Registrar at FSIRegistrar@state.gov.

Training and/or language proficiency tests that were completed prior to FSI's participation in ACE CREDIT cannot be considered for recommendation. Visit the ACE Web site at http://www.acenet.edu/nationalguide to view a comprehensive approved course list, which includes the course acceptance date and credit recommendation.

Many courses available through the FasTrac Distance Learning Program have also been recommended for ACE CREDIT recommendation. Please visit the ACE Web site at http://www.acenet.edu/nationalguide for complete information on this program.

If the course is not designated for ACE CREDIT recommendation, students who have been accepted to an academic institution may request that institution grant academic credit for training taken at FSI. The FSI Registrar can issue, upon written request, an official transcript and course content memo to the student or institution(s). Students who are currently enrolled in FSI courses should discuss their intent to request academic credit with the course manager who may assign additional coursework or administer an examination prior to recommendation for academic credit. It is the college's or university's decision to approve credit for FSI courses or language proficiency tests.

Some courses available through the FasTrac Distance Learning Program may qualify for college credit or Continuing Education Units. Additionally, these courses may prepare Information Technology professionals for vendor certifications. Please refer to the School of Applied Information Technology's Web site at http://fsi.state.gov/fsi/sait/ for more information.

The decision to seek academic credit for an FSI course is entirely at the student's discretion and is an option made available by FSI for those students who may find it useful in their future academic studies; however, while the student may fulfill the FSI stated requirements, the university, college or training institution may accept, modify or reject the recommendation at their discretion.

To request a transcript and/or course content information, please e-mail the Registrar's Office at FSIRegistrar@state.gov.

Address

U.S. Department of State
Foreign Service Institute
George P. Shultz National Foreign Affairs Training Center
Office of the Registrar, Room F1245
Washington, D.C. 20522-4201

E-mail: FSIRegistrar@state.gov
Fax: 703-302-7152

Admissions

Department of State Requests for Training (Direct-Hire Employees)

- Apply online on the FSI Web Page at http://fsi.state.gov.
- Foreign Service employees and their eligible family members may also apply through the employee's Career Development Officer.
- An approved training application must be submitted before a student will be admitted to class. A separate application is required for each course.
- Required approval signatures (i.e., supervisor and training officer) must be included (if application is submitted online, approvals are processed electronically).

Senior Foreign Service and Senior Executive Service are exempt from the approval process.

Check the catalog course description for audience information.

Non-Department of State Requests for Training (SF-182)

- Non-State personnel must submit an SF-182 at least five working days prior to the class start date. If a request is submitted within five working days of the class start date, the fee becomes non-refundable. Applications paid by credit card and received 10 working days (or less) prior to start of the course are non-refundable (for details please see the Cancellations, "No Shows" and Incompletes section, page 2).
- The tuition schedule, found in the "Course Schedules and Tuitions" booklet, is subject to change at the beginning of each fiscal year. For example, if you request a course in June that begins after October 1st, the tuition is subject to change, as the rates are adjusted annually.
- An approved training request must be submitted before a student will be admitted to class. A separate application is required for each course.
- Requests should be typed and all information completed, including the following:
  - Agency Locator Code for non-State applicants (Section C-5 of SF-182).
  - Department of Defense applicants may enter Disbursing Station Symbol Number (DSSN), in lieu of the Agency Locator Code (Section C-5 of SF-182).
  - All required approval signatures (i.e., training officer, supervisor and authorizing officer), and address and point of contact.
  - Approval of tuition costs in signature of an appropriate authority of the employee's bureau or agency for the employee or family member.
  - Clearly identified fiscal information.
- Department of State contractors must also submit an approved "Contractor Officer Approval Memo" (see FSI Web Page http://fsi.state.gov).

Questions regarding enrollment should be directed to the FSI Office of the Registrar at 703-302-7137/7144 or e-mail at FSIRegstrar@state.gov. See also information under *Cancellations, "No-Shows" and Incompletes*, page 2.

Samples and instructions for completing the applications are included in this catalog (see pages 7-10). Visit OPM's Internet Web site at http://www.opm.gov or the Department's intranet Web site: http://fsi.state.gov to download an SF-182.

Attendance in Class (see also "Leave")

Listed below are the requirements for a student to receive course credit (i.e., for the course to appear on official transcript of training):

- SAIT and SPAS
  - Require 100% attendance of class hours.
- LMS, SLS and TC
  - While 100% attendance is preferred, will grant credit if the student meets the 80% attendance requirement.
- All Schools
  - When a course has an exam requirement, credit will be given when the student meets the attendance requirement **and** achieves a passing score on the exam.

FSI also has a "No-Show/Incomplete Penalty" policy, separate from the above crediting policy. See information under *Cancellations, "No-Shows" and Incompletes*, page 2.

Cancellations, No-Shows and Incompletes

Department of State Students

- State Department students may cancel or reschedule training through the Student Online Records Web site, by e-mail to FSICourseCancel@state.gov or through their training office. Foreign Service employees, whose training is processed through their CDO, should contact him/her to cancel or reschedule.
- Students must cancel requests at least five business days prior to the course start date.
  - Bureaus will be charged an amount equal to the tuition fee if the student is a "no-show" for the training.
  - Bureaus will be charged an amount equal to 50% of the tuition fee if the student's attendance is "Incomplete" (i.e., less than 80% attendance).
  - Bureaus may provide a substitute student to avoid "no-show" penalties. That student must submit an approved training request prior to the course start. He/she may also bring the application to the Office of Registrar, Room F1245, the morning of the training.
- Credit card receipts are provided upon request within five to seven business days.
- Waivers for State employees, including those for illness or a family emergency, are at the discretion of the Registrar. Requests for all waivers should be sent in writing to the Registrar (e-mail is acceptable to FSIRegistrar@state.gov).
- Department of State bureaus are responsible for determining accountability for no-shows and incompletes and for taking appropriate action within the bureau.

Non-Department of State Students

- Non-Department students may cancel or reschedule training through e-mail to FSICourseCancel@state.gov or fax to 703-302-7152.
- If payment is made with a government purchase card, agencies must notify the FSI Office of the Registrar in writing, 10 working days before the course begins to avoid a no-show penalty (e.g., if training start date is Monday, 03/26/12, the last date to cancel is Monday, 03/12/12). Government purchase cards are charged 10 working days in advance of the start date; therefore, a cancellation received after this point is non-refundable.
- If training is funded through a purchase order, agencies must cancel at least five working days prior to the course start date, to avoid their agency being charged a "no-show" penalty. The notification should be sent in writing to the Office of the Registrar.
- Agencies may provide a substitute student to avoid "no-show" penalties. An authorized training request must be received by the FSI Office of the Registrar prior to the substitute attending the class.
- Waivers, including those for illness or a family emergency, are at the discretion of the Registrar. Requests for all waivers should be sent in writing to the Registrar (e-mail is acceptable to FSIRegistrar@state.gov).
- For full-time language training, a fee equal to one week's tuition will be charged for each week the student remains in a "no-show" status. No-shows for language tests will be billed at the full test rate.

The Office of the Registrar will send e-mail confirmation to the student and training office when request is processed. If e-mail is not received contact the office to confirm.

FSI bills DoS bureaus on a quarterly basis for no-shows and incompletes.

Language Testing Cancellation Policy
Requests for cancellations must be made at least two full working days (i.e., days excluding weekends and federal holidays) in advance of the test date. A Thursday appointment should be cancelled no later than COB Tuesday, a Monday appointment by COB Thursday, and so on.

Career Development and Long-Term Training

In addition to the training opportunities offered at FSI, other career development opportunities are available to Department of State employees.

The Bureau of Human Resources announces long-term training opportunities every year. These range in length from six months to a year or longer. Examples of senior long-term training are the National War College and senior fellowships. Mid-level training opportunities include such programs as the Armed Forces Command and Staff College, the Dean and Virginia Rusk Fellowship program and the Una Chapman Cox Sabbatical Leave Program. Career development programs such as Senior Executive Service, Excellence in Government Fellows, USDA's Executive Development Program, New Leader Program and Aspiring Leader Program are available through HR. These programs are listed on the Department's HR Web site and are announced in Department Notices.

Carpools

A Carpool Bulletin Board is located in the Cafeteria building to assist persons in forming or joining carpools.

Child Care

The childcare center accommodates approximately 70 children. Children of Department of State employees in training in the Washington, D.C. area are eligible. Details are available on the FSI Web Page on the OpenNet, or by contacting the provider Beatrice Tierney (phone: 703-302-7501; fax 703-302-7503 or e-mail: childrensintl@aol.com). The FSI contact is Hope Jacobs, who serves as the Contracting Officer's Representative for the childcare facility (e-mail: JacobsH@state.gov; phone: 703-302-7264).

Directions

The George P. Shultz National Foreign Affairs Training Center is located at the junction of Arlington Boulevard (Route 50) and George Mason Drive. Traveling west from Washington, D.C. on Arlington Boulevard, exit on the right at George Mason Drive, turning left at the traffic light. Turn left again at the next traffic light at the end of the overpass, onto Arlington Boulevard service road. Enter the Shultz Center at the second entrance on the right. (See Maps, page 278.)

Distance Learning

"Distance Learning" is defined as any formal coursework[1] (for which credit is granted) where the instructor and student are separated geographically or where there may not be an instructor at all; however, instructional tools are built into the course. Distance learning may be "synchronous" (i.e., live, real-time course delivery using a variety of communication modes) or "asynchronous" (i.e., any training where interaction is delayed or there is no direct interaction with an instructor). Within distance learning, there are several delivery methods which can be considered synchronous, asynchronous or both:

- **Blended** *(Asynchronous/Synchronous):* Any possible combination of educational delivery methods (i.e., classroom with online, online with text-based, classroom with CD-ROM, online and CD-ROM, etc.) that maximizes the student's learning experience.
- **CD-ROM** *(Asynchronous):* Instruction provided on a compact disc, with read-only-memory, designed to store computer data in the form of text and graphics. The format may be interactive through the use of a variety of technologies; however, the exchange of information is not. Communication with a Department contact may be available as directed in the specific course description.
- **DVC** *(Synchronous):* Instruction provided via a "digital video conference," allowing for real-time, synchronous communication between students and the instructor using a two-way audio, two-way video feed. Multiple visuals can also be incorporated such as PowerPoint and video, making this delivery method one of the most interactive available.
- **Online** *(Asynchronous/Synchronous):* Instruction is provided via the Department of State's OpenNet or the Internet, usually through the FSI LearnCenter. In most cases, all communication between instructor and student is electronic, as is the submission of assignments and examinations.
- **Text Based** *(Asynchronous):* Instruction provided by mail, through the exchange of lessons and examinations between the Department and the student. Materials are text-based; communication with a Department contact is available via e-mail.

In some courses, you can set your own pace; in others, you will be mentored, or guided by an instructor. Distance learning is a convenient and highly personalized way to learn.

[1]FSI utilizes a variety of multimedia in both its distance learning and classroom training such as podcasts, video clips, audio files, etc., which can be accessed on-demand.

Dress/Classroom Atmosphere

The classroom atmosphere at FSI is somewhat less formal than that of a government office and the grounds of the Shultz Center are ideal for walking, jogging, etc. At the same time, it is a place of business and students should dress with this in mind.

- Coats and ties are normally not required, but neat sport shirts or open-collared dress shirts, sweaters and slacks are appropriate.
- Dresses, slacks, blouses and sweaters are appropriate.
- Shorts, "tee" shirts, halter-tops and flip-flop type footwear are not appropriate.

Senior diplomats from foreign embassies and other high-level officials frequently lecture in FSI courses or visit the Institute. Instructors will try to inform students in advance of such visits. Students are to be dressed for business to meet with these individuals.

FSI is the student's duty station for as long as he or she is enrolled. The business here is learning. This means that students are expected to be alert, to participate and to display courtesy towards all FSI employees and fellow students. Students are expected to be on time and to remain in class until the session is completed.

External Training

Department of State employees assigned domestically or while in the U.S. are

eligible to take training provided by other government agencies or domestic training institutions, colleges, universities and private vendors.

The Office of the Registrar manages the Department of State's External Training Program, reviewing and approving all requests for external training, including conferences and seminars, and maintaining external training records. External training may be bureau-funded or FSI-funded, subject to funds availability.

The FSI Office of the Registrar reviews and approves external training requests according to the following criteria:

- A course of the same or similar content is not available at FSI. In those cases where there are questions regarding duplication, the training request will be sent to the appropriate FSI school for review.
- The training is job, career or mission-related training.
- The student has no outstanding training evaluations from prior courses funded by the Department of State.

To request external training, employees complete an online application for training at least four weeks prior to the training start date. The final application may include:

- A signed DS-3070 *Training Agreement*.
- A *Continued Service Agreement* is required if the training exceeds 80 hours.
- DS-4025 *Application for Sponsorship of After-Hours Study* is required if the request is for a college or university course.

Visit the FSI Web site at https://fsicsapps.fsi.state.gov/SF182/login.aspx to complete the online application.

Funding for external training is subject to funds availability and there are some restrictions:

- There is a cap on the amount of tuition that may be funded by FSI. Please contact your bureau training officer for information on funding limits. Bureaus may pay full tuition for training that exceeds the cap for FSI-funded training; however, the student may not pay the difference.
- Tuition may not be split between funding sources.
- Language training, conferences, workshops and seminars may not be funded through the FSI External Training Program, but may be funded by bureaus.
- FSN training is not funded through this program.

For additional information Department of State employees may refer to the Registrar's Office Web Page on the OpenNet at http://fsi.state.gov/admin/reg, contact their bureau training officer or FSI Office of the Registrar at 703-302-7137/7144 or e-mail FSIRegistrar@state.gov.

Language Proficiency and MLAT Testing

Department of State employees should contact the FSI Continuing Training and Testing Division at 703-302-7125 to schedule the Language Proficiency test and the Modern Language Aptitude Test. Appointments must be made at least two weeks in advance (see Accreditation/Certification page 1).

Employees of other agencies may arrange for proficiency and MLAT testing through their agency training office. This service is provided to non-State agencies on a reimbursable basis. (Exception: The cost of language proficiency tests is included in the tuition for Basic and Beyond Three Advanced language training (L_100/101) if the student receives at least 100 hours of training.)

Leave

Students should not expect to take leave while they are in training because courses are carried out on a continuing basis.

Short-term courses (less than six weeks) require the student to be present for 80% (100% for School of Applied Information Technology and School of Professional and Area Studies) of the course class hours, to receive credit for the course; otherwise, the student must retake the course.

Some long-term courses have occasional optional leave days and class breaks –typically between December 25th and January 1st– when students may take annual leave. Students not wishing to take annual leave during these periods may remain in training, engage in full-time self-study at FSI, or engage in other activities arranged with FSI and their parent agencies.

Department of State students assigned to FSI who wish to take annual leave on optional leave days, or who need to take emergency annual leave, should submit an OPM-71 *Application for Leave* to their training supervisor. The training supervisor may consult the assignments officer as appropriate. If a student in long-term training must miss a class session due to medical appointments or other official requirements, approval must be obtained in advance from the student's training supervisor. In the event of absence resulting from illness, students should inform the training supervisor by phone. When the student returns, he/she should submit an OPM-71, which has been signed by the training supervisor. FSI may require a doctor's certification in conformance with 3 FAM 3423.

Department of State students in long-term training who are assigned to FSI or post-to-post and TDY orders should record all absences on a timesheet, which is available in the Office of the Registrar and is submitted biweekly for payroll purposes. Documentation of any leave taken must be attached to the timesheet. Both the student and the training supervisor, both of whom are accountable for the accuracy of the data, must sign the timesheet. Check with the Office of the Registrar if you are not sure of the correct procedure for reporting your time and attendance.

Messages

FSI e-mail accounts are available for students who are in long-term training (six weeks or longer). Request forms are available in the Office of the Registrar, Room F1245. Requests are submitted to the Office of Management Information Systems, Room F1304. Computers for student use are available throughout the Institute.

Mail slots are located outside of the FSI Office of the Registrar, Room F1245 for student messages. Emergency messages for a student will be delivered to the student's classroom. Students are responsible for checking their mail slots throughout the day for messages, faxes and official mail. Messages may be left at 703-302-7137 or 703-302-7144 from 7:30 a.m. to 5:00 p.m., Monday through Friday.

Parking

- Short-term parking for approved individuals is available for $5.00 per day, paid to the parking attendant at the entrance kiosk. Individuals will receive a placard to complete and place in their windshield. Shultz Center permit parking is very limited and only available on a space

available basis. We strongly encourage the use of Metro or the State shuttle bus. We must caution that a parking space may not be available.
- Monthly parking permits are available for staff and students who are assigned to FSI for longer periods. The cost is $10 a month, subject to an annual review and possible adjustment. Applications must be submitted through the FSI Web Page on the OpenNet at http://fsi.state.gov.
- Two-hour visitor parking is available in the visitor parking lot, next to the Visitor's Center.
- Lots P1 through P4 are for individuals who park at FSI on a daily basis.
- By agreement with Arlington County and local citizens groups, no parking is permitted on South George Mason Drive or in the neighborhood adjacent to the campus.

Special Needs Accommodations

The Shultz Center was designed to accommodate students and staff with special needs. The sidewalk and hallway ramps, restrooms, doors and elevators provide access for those with special needs. In addition, most of the door signs to classrooms and offices are in Braille, and a TTY phone is available for use in the Office of the Registrar, room F1245.

Department of State students requiring additional services (e.g., readers, interpreters, etc.) should contact the Disability/Reasonable Accommodations Division (HR/ER/DRAD) of the Office of Employee Relations HR/ER/DRAD, at 202-261-8173.

Non-State students requiring additional services must make arrangements through their parent agency. The parent agency is responsible for payment of services.

All students should indicate their requirements on the training application and also contact the individual School program office to ensure that the School will be prepared on the day of training.

Training Toolkits

FSI has developed several training toolkits to assist Department of State employees and supervisors in identifying training and development opportunities. These include *Foreign Affairs Community Life Skills, Language, Leadership and Management, Civil Service Employees, Foreign Service Generalists,* and *Training Resource Guide for Foreign Service National Employees and Locally Employed Staff*, among others. These training toolkits are available on the FSI OpenNet at http://fsi.state.gov.

Transcripts

Official transcripts of completed courses may be obtained by sending an e-mail request to the FSI Office of the Registrar at FSIRegistrar@state.gov. Unofficial transcripts are available on the FSI Web Page under *Student Records Online* (https://fsiapps.fsi.state.gov/fsirecs/Login.aspx). Students who are pursuing ACE CREDIT recommendation must contact ACE directly for a transcript (see Accreditation/Certification page 1).

Transportation Services

State shuttle bus service is available during the workday between Main State and the Shultz Center. An acceptable form of identification must be presented to board the shuttle bus.

Schedules are available in the C Street lobby at Main State, the Shultz Center Visitor's Center, the FSI Office of the Registrar, Room F1245 and on the Department of State OpenNet Web site.

Public transportation (Metrorail/Metrobus):
- **Ballston Metro Station** on the Orange Line is the closest stop to FSI. From the Ballston Metro Station, take 22A (Pentagon) Metrobus to the bus stop at the Shultz Center entrance on South George Mason Drive and Sixth Street. To return to the Ballston Metro Station from the Shultz Center, take the 22A (Ballston) Metrobus.
- **Rosslyn Metro Station** is another option. Take the 4A (Culmore) Metrobus southbound to the bus stop on Arlington Boulevard (Route 50) across from FSI. You must cross the highway overpass and enter the facility through the Arlington Boulevard entrance. To return to Rosslyn Metro station, take the 4A (Rosslyn) Metrobus, northbound from the bus stop at the entrance on Arlington Boulevard entrance.

Schedules and routes periodically change, so please check the Washington Metropolitan Area Transit Authority Web site at http://www.wmata.com or call Metro directly at 202-637-7000.

Tuition and Reimbursements

No tuition is charged for direct-hire U.S. government employees of the Department of State to attend regularly scheduled training. Bureaus are charged, however, if an employee fails to attend class (see *Cancellations, "No-Shows," and Incompletes*, page 2). Bureaus may be asked to pay for specially requested programs or to develop new programs or special offerings.

Non-State employees shall pay for the training according to the tuition schedule, located in the "Course Schedules and Tuitions" booklet, under the provisions of the Economy Act and the Foreign Affairs Reform and Restructuring Act.

Other agencies may request special programs. Funding for such programs will be required.

Tuitions are subject to change at the beginning of each fiscal year. For example, if you request a course in June that begins after October 1st, the tuition is subject to change because the rates are adjusted annually.

Language training will be billed as a full week, regardless of the day of the week on which the training starts or ends.

Please direct questions on the reimbursement policy to the FSI Budget Office at 703-302-7467.

Weather-Related Closings

The Foreign Service Institute is a federal government facility and part of the Department of State; therefore, it follows the policies determined by the Office of Personnel Management for delayed closings, early dismissals, or delayed arrival policies for the federal government.

The Office of Personnel Management normally notifies the news media by 6:00 a.m. when one of these events occurs. Students should listen to their local radio or television stations for information or check the OPM Web site at www.opm.gov for the federal government announcement.

Long-term students of FSI should discuss notification processes with their Division Coordinator or Language Training Supervisor.

Contact Numbers

For general course and registration information, contact the FSI Office of the Registrar:

E-mail: FSIRegistrar@state.gov
Telephone: 703-302-7137 or 7144
TTY Phone: 703-302-7449
FAX: 703-302-7152
Student Messages: 703-302-7137 or 7144

For information on specific programs, contact individual department chairs.

For other information, contact the Office of the Registrar, at 703-302-7137/7144, e-mail at FSIRegistrar@state.gov, fax 703-302-7152, or the Executive Director for Management, Catherine Russell, at 703-302-6729, FAX 703-302-7227.

Visit FSI online at:

Intranet: http://fsi.state.gov
Internet: http://fsitraining.state.gov

Executive Office for Management

EXECUTIVE DIRECTOR
703-302-6729

AUDIO VISUAL FACILITY
703-302-6788

BUDGET AND MANAGEMENT OFFICE
703-302-7283

GENERAL SERVICES/ACQUISITIONS
703-302-7233

HUMAN RESOURCE OFFICE
703-302-6813

INSTRUCTIONAL SUPPORT DIVISION
703-302-7153

OFFICE OF MANAGEMENT INFORMATION SYSTEMS
703-302-7201

OFFICE OF THE REGISTRAR
703-302-7137/7144

Leadership and Management School

703-302-6743

CRISIS MANAGEMENT TRAINING
703-302-7398

EXECUTIVE DEVELOPMENT
703-302-7193/7194

LEADERSHIP TRAINING DIVISION
703-302-7199

POLICY LEADERSHIP DIVISION
703-302-7117

School of Applied Information Technology

703-302-6957

BUSINESS APPLICATIONS
703-302-6750

ENTERPRISE TECHNOLOGY
703-302-9001

RESEARCH, LEARNING AND DEVELOPMENT
703-302-7357

School of Language Studies

703-302-7242

EAST ASIAN AND PACIFIC LANGUAGES
703-302-7297

EUROPEAN AND AFRICAN LANGUAGES
703-302-7061

NEAR EAST ASIAN LANGUAGES
703-302-7291

ROMANCE LANGUAGES
703-302-7066

SLAVIC LANGUAGES
703-302-7061

CONTINUING TRAINING AND TESTING
703-302-7125

School of Professional and Area Studies

703-302-6940

AREA STUDIES
703-302-6859

CONSULAR TRAINING
703-302-6773

CURRICULUM AND STAFF DEVELOPMENT
703-246-2348

ECONOMIC AND COMMERCIAL STUDIES
703-302-7256

MANAGEMENT TRADECRAFT TRAINING
703-302-7246

OFFICE MANAGEMENT TRAINING
703-302-6923

ORIENTATION
703-302-6996

POLITICAL TRAINING
703-302-7184

PUBLIC DIPLOMACY
703-302-6870

STABILITY OPERATIONS
703-302-6917

Transition Center

703-302-7272

CAREER TRANSITION CENTER
703-302-7407

THE OVERSEAS BRIEFING CENTER (INFORMATION CENTER)
703-302-7275

TRAINING DIVISION
703-302-7268

Training Application(s)

An approved application must be submitted before a student will be admitted to training. For more information, see Admissions, page 1.

Department of State Applications

The online application system is available to direct-hire Department of State employees, personal services contractors and eligible family members through the DoS OpenNet. This automated system is accessed through the course descriptions via the FSI Catalog (http://fsi.state.gov). Combined with FSI Student Records Online, Department of State employees can submit, track and review their training schedules with ease.

Located on a secure site within the FSI Web Page (http://fsi.state.gov), the online application system allows you to submit your training application, print a copy for your records and track the progress of your application as it moves through the approval process. In addition, FSI Student Records Online (https://fsiapps.fsi.state.gov/fsirecs/Login.aspx) allows you to review, reschedule, cancel and/or print your complete schedule of upcoming training (i.e., classroom, distance learning and external training). You may also print a combined unofficial student transcript of all completed FSI, distance learning, DSTC and external training.

Application for FSI Training

The automated application for FSI training should be used by students requesting FSI classroom or distance learning training (foreign service may also request training through their Career Development Officer). An example of a "blank" automated application is provided for your review. For external training application procedures, see *Application for FSI External Training*. Whenever possible, the system will autofill all available requested information (see page 8).

The standard application requires the following information:
- Requested Course
- General Student Information (e.g., name, position, etc.)
- Supervisor/Training Officer (SFS/SES excepted)
- Travel/Per Diem (if applicable)
- Remarks (i.e., special considerations)

Applications to some FSI courses, such as SAIT technical courses or where selection is by nomination, will require additional information. In these cases, an addendum to the application will be included.

Application for FSI External Training

Students who are eligible for the FSI External Training Program (reference page 3) should use the automated external training application, located on the FSI Web site (https://fsicsapps.fsi.state.gov/SF182/login.aspx) to apply for training. Those who have an active FSI Student Training Record will be allowed to login and process the application. Those who do not should contact the FSI Office of the Registrar at 703-302-7137/7144 or e-mail FSIRegistrar@state.gov for assistance.

The online application is divided into four sections:
- Trainee Information
- Course Information
- Costs and Billing Information
- Approvals Information

The applicant will be guided through the process as he/she completes the application requirements. All approvals are routed electronically and the applicant will be kept appraised of the process through the system e-mail.

When the application is submitted, the system will provide a list of required documents and offer the opportunity to print the complete application package. At that time, any additional required documents such as the DS-3070 Training Agreement, Continued Service Agreement, or DS-4025 Application for Sponsorship of After-Hours Study must be printed, signed, authorized and faxed to the FSI External Training Office at 703-302-7152.

Non-Department of State Applications

The OPM SF-182 Training Request Form is to be used by: 1) Department of State contractors requesting training with FSI; and/or, 2) Non-Department of State personnel requesting training with FSI. See Admissions, page 1 of this catalog for more information and/or pages 9 and 10 for an example of the SF-182. Additional information can be found on the OPM Web site (http://www.opm.gov/forms/html/sf.asp - "Electronic Forms"). See pages 6-14 of the actual SF-182 form for explicit instructions. For the purpose of example, only pages 1 and 2 are included in this catalog.

Note: Department of State contractors must also submit an approved "Contractor Officer Approval Memo" (see FSI Web Page at http://fsi.state.gov/admin/reg/default.asp?Cat=Registration&TOP=Contractor%20Training for example).

Foreign Service Institute
Training for the new millennium

Office of the Registrar

FSI Training Application

Title	Course Number	Section	Start Date	End Date	Length of Training

Name (Last, First, Middle, Suffix): , **Sex:**

Employee Type: **Pay Plan:** **Grade:**

Enter legal name

Domestic Bureau: **Office:**

or **Overseas Post:**

Enter Bureau/Office Or Post

Office Address:

Office Phone Number:

E-mail Address:

"Click" to open GAL Link

This is my present assignment This is my proposed assignment

Click here to enter Supervisor Information

Click here to enter Training Officer/CDO Information

Travel Amount: **Per Diem Amount:**

Remarks:(400 characters, maximum)
(In this space, describe special accommodation needs; language students not current proficiency in the target language; PSCs note working title and contract dates; and provide any other information relevant to your enrollment.)

400 characters left.

Submit Request Cancel Request

PRIVACY ACT STATEMENT

AUTHORITY: PL 79-724 and PL 85-507; E.O. 9397 for the SSN.

PRINCIPAL PURPOSE: To obtain information necessary for the Foreign Service Institute to administer student participation in FSI courses. In addition, the SSN will be utilized to incorporate the applicant's record of training in the automated student training management system and personnel system.

ROUTINE USES: The personal information and SSN are used by FSI to determine eligibility for enrollment, maintain student records, and perform other administrative functions inherent in student administration. This information may also be released to other Government agencies or other training institutions in the event they will be consulted on matters relating to your application.

DISCLOSURE: Mandatory for both personal information and SSN. Failure to provide this information could result in the applicant not being able to attend courses at the Foreign Service Institute.

AUTHORIZATION, AGREEMENT AND CERTIFICATION OF TRAINING

A. Agency, code agency subelement and submitting office number

B. Request Status *(Mark (X) one)*
☐ Resubmission ☐ Initial
☐ Correction ☐ Cancellation

Section A - TRAINEE INFORMATION
Please read instructions on page 6 before completing this form

1. Applicant's Name (*Last, First, Middle Initial*)	2. Social Security Number/Federal Employee Number	3. Date of Birth (*yyyy-mm-dd*)
4. Home Address (*Number, Street, City, State, ZIP Code*) (Optional)	5. Home Telephone (Optional) (*Include Area Code*)	6. Position Level *(Mark (X) one)* ☐ a. Non-supervisory ☐ b. Manager ☐ c. Supervisory ☐ d. Executive
7. Organization Mailing Address (*Branch-Division/Office/Bureau/Agency)*)	8. OfficeTelephone (*Include Area Code and Extension*)	9. Work Email Address
10. Position Title	11. Does applicant need special accomodation? ☐ Yes ☐ No	If yes, please describe below
12. Type of Appointment	13. Education Level (click link to view codes or go to page 7)	14. Pay Plan / 15. Series / 16. Grade / 17. Step

Section B - TRAINING COURSE DATA

1a. Name and Mailing Address of Training Vendor *(No., Street, City, State, ZIP Code)*	1b. Location of Training Site (*if same, mark box*) ☐		
	1c. Vendor Telephone Number	1d. Vendor Email Address	
2a. Course Title	2b. Course Number Code	3. Training Start Date (*Enter Date as yyyy-mm-dd*)	4. Training End Date (*Enter Date as yyyy-mm-dd*)
5. Training Duty Hours	6. Training Non-Duty Hours	7. Training Purpose Type *(Click link to view codes or go to page 9)*	8. Training Type Code *(Click link to view codes or go to page 9)*
9. Training Sub Type Code *(Click link to view codes or go to page 9)*	10. Training Delivery Type Code *(Click link to view codes or go to page 12)*	11. Training Designation Type Code *(Click link to view codes or go to page 13)*	12. Training Credit / 13. Training Credit Type Code *(Click link to view codes or go to page 13)*
14. Training Accreditation Indicator *(Check below)* ☐ Yes ☐ No	15. Continued Service Agreement Required Indicator *(Check below)* ☐ Yes ☐ No ☐ N/A	16. Continued Service Agreement Expiration Date *(Enter date as yyyy-mm-dd)*	17. Training Source Type Code *(Click link to view codes or go to page 13)*
18. Training Objective		19. AGENCY USE ONLY	

Section C - COSTS AND BILLING INFORMATION

1. Direct Costs and Appropriation / Fund Chargeable

Item	Amount	Appropriation Fund
a. Tuition and Fees	$	
b. Books & Material Costs	$	
c. TOTAL	$	

2. Indirect Costs and Appropriation / Fund Chargeable

Item	Amount	Appropriation Fund
a. Travel	$	
b. Per Diem	$	
c. TOTAL	$	

3. Total Training Non-Government Contribution Cost

4. Document / Purchasing Order / Requisition Number

5. 8 - Digit Station Symbol *(Example - 12-34-5678)*

6. BILLING INSTRUCTIONS *(Furnish invoice to):*

U.S. Office of Personnel Management

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Section D - APPROVALS	
1a. Immediate Supervisor - *Name and title*	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature	1e. Date
2a. Second-line Supervisor - *Name and title*	
2b. Area Code / Telephone Number	2c. Email Address
2d. Signature	2e. Date
3a Training Officer - *Name and title*	
3b. Area Code / Telephone Number	3c. Email Address
3d. Signature	3e. Date
Section E - APPROVALS / CONCURRENCE	
1a. Authorizing Official - *Name and title*	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature ☐ Approved ☐ Disapproved	1e. Date
Section F - CERTIFICATION OF TRAINING COMPLETION AND EVALUATION	
1a. Authorizing Official - *Name and title*	
1b. Area Code / Telephone Number	1c. Email Address
1d. Signature	1e. Date
TRAINING FACILITY ~ Bills should be sent to office indicated in item C6. ı Please refer to number given in item C4 to assure prompt payment.	

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Revised December 2006
All previous editions not usable.

Leadership and Management School

Crisis Management Training

Crisis Management Training trainers help employees prepare for crisis situations through four different programs. Crisis management exercises conducted at post or by DVC for over 100 posts a year give post Emergency Action Committees a chance to work through their "Emergency Action Plans" with Americans and Foreign Service Nationals. Domestic classroom training, which ranges from brief modules to two-day courses, prepares employees of foreign affairs agencies to take part in post response to crises. CMT has distance learning offerings, including a course on the functioning of post Emergency Action Committees. CMT also coordinates Department of State participation in U.S. Marine exercises.

Executive Development Division

The Executive Development Division team facilitates the success of Civil and Foreign Service managers and leaders in executive positions and those who aspire to these positions. EDD's classroom training includes senior mandatory leadership courses *PT133 Senior Executive Threshold Seminar*, page 174, *PT102 Deputy Chief of Mission/ Principal Officer Seminar*, page 165, and *PT120 Ambassadorial Seminar*, page 162, as well as an array of topic-specific courses, such as conflict management, managing diversity, team leadership and many others. In addition, customized workshops can be developed to fit the specific needs of overseas missions, or professional conferences. Consulting services include coaching high potential executives to achieve specific professional or organizational goals.

Leadership Training Division

The Leadership Training Division team develops the management and leadership capacities of mid-career Civil and Foreign Service employees. Courses range from first-time supervisory skills to the mandatory Basic, Intermediate and Advanced Leadership Skills courses. LTD training emphasizes leadership awareness, influencing others, team building, negotiating, performance management, effective interpersonal skills and professional development of subordinates. LTD staff members also create training tailored to specific needs, facilitate offsite events and provide a range of organizational development and coaching services.

Policy Leadership Division

The Policy Leadership Division provides advanced professional development, policy discussions and networking opportunities to senior leaders in the Department of State and other agencies of the foreign affairs/ national security community. Designed to enhance individual work, organizational performance, and the interagency process, PLD offers a menu of programs and services varied in length and tailored to the needs and schedules of busy civilian and military leaders. PLD's leadership programs include *PT330 National Security Executive Leadership Seminar*, page 172, *PT331 Understanding the Interagency: A Primer for National Security Professionals*, page 176 and advanced training in techniques and strategies to present briefings and testimony to Congress. In addition, PLD offers roundtables to examine policy and gaming exercises that play out policy implementation.

Mandatory Leadership and Management Training

Leadership training from mid- through senior-grade levels is mandated to ensure that employees have the necessary preparation for increasing levels of responsibility. LMS offers courses to meet these mandatory training requirements.

The Basic, Intermediate and Advanced Leadership Skills Seminars are one-week courses based on OPM leadership competencies and Foreign Service promotion precepts. The *PT133 Senior Executive Threshold Seminar*, page 174, is a two-week seminar for all newly promoted OC and SES officers in the Department, and is to be completed within the first year after promotion into the senior service. It is the final rung of the mandatory portion of FSI's leadership and management training continuum. Finally, the continuum includes *PT107 EEO Diversity Awareness* training, page 142, mandatory for all managers and supervisors.

Mandatory Courses:
PK245 Basic Leadership Skills, page 168 (FS-3; GS-13)
PT207 Intermediate Leadership Skills, page 169 (FS-2; GS14)
PT210 Advanced Leadership Skills, page 168 (FS-1; GS-15)
PT133 Senior Executive Threshold Seminar, page 174
PT107 EEO/Diversity Awareness for Managers and Supervisors, page 142
PT102 Deputy Chief of Mission/Principal Officer Seminar, page 165
PT120 Ambassadorial Seminar, page 162

Leadership and Management School (FSI/LMS)
703-302-6743

CRISIS MANAGEMENT TRAINING (FSI/LMS/CMT)
703-302-7398

EXECUTIVE DEVELOPMENT (FSI/LMS/EDD)
703-302-7193/7194

LEADERSHIP TRAINING DIVISION (FSI/LMS/LTD)
703-302-7199

POLICY LEADERSHIP DIVISION (FSI/LMS/PLP)
703-302-7117

School of Applied Information Technology

Business Application Division

The Business Application Division provides all Department employees with the essential computer training to develop and enhance productivity in using office automation tools. Essential computer training is defined as "the ability to effectively use various desktop application systems." These subjects are covered in BA's Microsoft Office suite offerings, a Department approved Microsoft Operating System course, Microsoft SharePoint and Web development courses, and various State-tailored courses. Presentations, basic spreadsheets, database creation, collaborative Web site design and project management are also important productivity tools and BA's curriculum includes courses in the relevant Microsoft applications. BA provides training for Microsoft certification in three forms: a regular sequential block of classroom training, a la carte smaller classroom modules and mentored distance learning. The division is currently piloting a Microsoft course using synchronized distance learning to train students on the Microsoft Office suite of applications. BA also provides training on Department of State-related centric applications such as OpenNet Plus and SIPRNet. To help facilitate the Department of State's e-Diplomacy initiative, BA offers several Web development courses.

Enterprise Technology Division

The Enterprise Technology Division provides an extensive array of systems and telecommunications technical training to Department of State IT professionals. ET focuses the courseware on both existing and emerging technologies, and works extensively with each student to develop the necessary skills and competencies required to operate and maintain all aspects of the Department's IT infrastructure. Classes offered fall into the following main categories: Computer Local Area Network Systems; Radio and Telephone Systems; Installation and Management; Wideband and High Speed Communications; Communications Security, and Satellite Communications and Transmission Facilities. Courses in E-mail Administration, Local Area Networks, State Department Specific Telecommunications in an overseas mission, and Network Services are aimed at developing the competencies of new State Department IT specialists in the technologies currently deployed. Parallel classes are offered for veteran IT specialists to upgrade their skills on current equipment and operation systems. In addition, ET is responsible for all regional IT Professional classes currently held at Ft. Lauderdale, Frankfurt, Cairo and Manila.

Research, Learning and Development Division

The Research, Learning and Development Division focuses on two major areas: curriculum and staff development and IRM Tradecraft for all IT managers. IRM Tradecraft training begins as part of the New-Hire course. The IT Management series continues with IRM Tradecraft. The Executive Potential Program is part of the continuum. RLD also offers the "IRM Management for the Senior Level" course.

RLD works with the other divisions to continuously design and update courses and curriculum. Each class is customized to convey the desired skills regarding the theory, installation, management and hands-on administration of the communications equipment, computing systems and applications in use by the Department of State.

In addition to curriculum development, responsibilities include outreach and marketing, test vouchers and the management of the Prometric Testing Centers. RLD administers the Skills Incentive Pay program, and has recently become the FSI representative to the Comprehensive National Cybersecurity Initiative.

Distance Learning

Distance learning is becoming an important delivery method in the age of the Internet and in a climate of shrinking budgets. SAIT's approach to DL is to move basic or fundamental courses to DL, keeping the more complex subjects for the more expensive classroom environment. Some courses will be offered as "Hybrids" – students will do preparatory work by DL before arrival in the classroom. FasTrac courses are prerequisites for many of the instructor led desktop application courses. DL is now the only delivery method for courses leading to these certifications. For these DL courses and those leading to Microsoft Office certifications, SAIT has structured instructor-led sessions to guide and assist students.

SAIT provides DL primarily through the FasTrac Distance Learning Program, page 80. Microsoft Official Distance Learning, Synchronized Distance Learning and SMART (State Messaging and Archive Retrieval Toolset) will bring us tools that we can utilize to develop a "virtual classroom" environment. The SAIT DL is complemented by relevant readings in Books 24x7 (available in FSI's LearnCenter). For many courses, classroom and DL, SAIT instructors have selected appropriate readings–sometimes a whole book, sometimes just a chapter–to complement each course.

For more information on certification programs and associated FasTrac courses, visit the SAIT Web site at http://fsi.m.state.sbu/sites/SAIT/BA/WebPages/Distance%20learning.aspx. For the full DL course catalog and to register for DL courses, visit the FSI Web Page at http://fsi.state.gov. To request Books 24x7 send e-mail to FSIRegistrar@state.gov.

The School of Applied Information Technology (FSI/SAIT)

703-302-6957

BUSINESS APPLICATIONS (FSI/SAIT/BA)
703-302-6750

ENTERPRISE TECHNOLOGY (FSI/SAIT/ET)
703-302-9001

RESEARCH, LEARNING AND DEVELOPMENT (FSI/SAIT/RLD)
703-302-7357

Note: Only Department of State employees may register for FasTrac and Book 24x7.

Information Security

SAIT recognizes the importance of safeguarding DoS information and incorporates information and information systems security across its curricula. Many of the classes include videos, lectures and practical exercises that ingrain security awareness within each student, and strongly emphasize the importance of safeguarding information and equipment. SAIT offers courses to assist Department of State Civil Service and Foreign Service employees who seek the CompTIA Security+, (ISC)²'s Certification and Accreditation Professional, and Certified Information Systems Security Professional certifications.

School of Language Studies

Language Testing

The School of Language Studies provides a variety of language testing services. The proficiency test assesses communicative competencies, and expresses them in terms of the Interagency Language Roundtable Speaking and Reading scales as "S/R" ratings. The threshold test is similar but results in a determination that one is "at or beyond" a specified "S" or "R" level. Because tests are interactive and involve a testing team of two, appointments need to be arranged at least two weeks in advance. More lead time is usually needed during peak testing periods in July and August.

If testing at the Shultz Center is not possible, proficiency and threshold tests can be administered at post in the form of field tests requested by the Post Language Officer. Field tests must be audio taped or preferably videotaped for FSI scoring. The Continuing Training and Testing Office also offers live digital videoconference tests in lieu of field tests at posts where appropriate equipment is available. FSI-based testing teams administer DVC tests. For more information, contact CTT by e-mail at FSILTU@state.gov or by phone at 703-302-7125. Employees of agencies other than the Department of State should arrange tests through the training office of their respective agency.

The Modern Language Aptitude Test is a commercial, standardized test that was designed to provide an indication of an individual's probable degree of success in learning a foreign language in the classroom setting. The MLAT does not predict whether an individual can learn a foreign language if given enough time and opportunity to do so. What it does predict is how well one can learn a foreign language in typical foreign language courses in the usual allotted time. Certain learned capabilities that have been correlated with foreign language classroom achievement are measured, including short-term memory, memorization of words and knowledge of English grammar and vocabulary. Contact the Research, Evaluation and Development Division at 703-302-7279 for details.

Language Training

The School of Language Studies also provides language and cultural training to U.S. government agency employees with a job, career or mission-related need for such skills. Adult family members, 18 and older, who will be accompanying employees to overseas assignments, may be admitted on a space-available basis.

Training is available in over 90 languages with instructors who are native speakers of the languages they teach. FSI Language and Culture Instructors are knowledgeable about the societies in which their students will live and skilled in assisting learners to attain significant levels of proficiency in the spoken and written language.

Overseeing the instructors and learners are the Language Training Supervisors, a team of specialists in applied linguistics and the techniques of effective language teaching and learning. Students will find it valuable to use the Language Learning Consultation Service to maximize their learning strengths and address more effectively any areas of weakness. Other resources are available to language learners in the Multimedia Labs, the Library and the Overseas Briefing Center. Long-term language programs include area studies under the auspices of the School of Professional and Area Studies.

The School of Language Studies (FSI/SLS)

703-302-7242

EAST ASIAN AND PACIFIC LANGUAGES (FSI/SLS/EAP)
703-302-7297

EUROPEAN AND AFRICAN LANGUAGES (FSI/SLS/EUA)
703-302-7013

NEAR EAST, CENTRAL, AND SOUTH ASIAN LANGUAGES (FSI/SLS/NEA)
703-302-7291

ROMANCE LANGUAGES (FSI/SLS/ROM)
703-302-7527

SLAVIC, PASHTO AND PERSIAN LANGUAGES (FSI/SLS/SPP)
703-302-7061

CONTINUING TRAINING AND TESTING (FSI/SLS/CTT)
703-302-7125

Domestic programs, overseas language courses and distance learning options offer a variety of language curricula aimed at varying levels of language proficiency, from survival to advanced language skills. For details and schedules, see the Language Studies section of this catalog, page 155.

School of Professional and Area Studies

The School of Professional and Area Studies (FSI/SPAS)
703-302-6940

AREA STUDIES (FSI/SPAS/AS)
703-302-6859

CONSULAR TRAINING (FSI/SPAS/CON)
703-302-6773

CURRICULUM AND STAFF DEVELOPMENT (FSI/SPAS/CSD)
703-246-2348

ECONOMIC AND COMMERCIAL STUDIES (FSI/SPAS/ECON)
703-302-7256

MANAGEMENT TRADECRAFT TRAINING (FSI/SPAS/MTT)
703-302-7246

OFFICE MANAGEMENT TRAINING (FSI/SPAS/OMT)
703-302-6923

ORIENTATION (FSI/SPAS/OR)
703-302-6996

POLITICAL TRAINING (FSI/SPAS/POL)
703-302-7184

PUBLIC DIPLOMACY (FSI/SPAS/PD)
703-302-6870

STABILITY OPERATIONS (FSI/SPAS/SO)
703-302-6917

Area Studies Division

The Area Studies Division provides knowledge about a region or country and related American interests and policies. The courses cover history, politics, economics, religion, society and culture, with an emphasis on relevant global issues and United States interests and challenges. More than 40 courses are offered including distance learning courses. Individual guidance may be provided to those not able to participate in the courses.

Consular Training Division

The Consular Training Division provides basic instruction in consular operations in a simulated consular environment. Consular Training Division also offers advanced consular studies, fraud prevention for consular managers, duty officer training, automation, consular interviewing and advanced name-checking training for consular managers, along with several sessions per year of weeklong workshops at FSI for consular FSN personnel, and a few overseas workshops for consular officers.

Curriculum and Staff Development Division

The Curriculum and Staff Development Division provides assistance to staff members and office units of SPAS, FSI and the Department of State, helping them to improve training, enhance professional skills and work together more effectively. CSD courses cover topics such as training tradecraft, presentation and delivery skills, program design and evaluation, adult learning, and training of trainers. CSD staff members are available to assist other SPAS Divisions with integrating technology into classroom and distance learning courses, and offices and bureaus throughout the Department with training delivery, program evaluation, staff development, offsite facilitation, FSN training, team building and other areas to improve organizational effectiveness.

Economic and Commercial Training Division

The Economic and Commercial Studies Division trains employees to function effectively in jobs abroad and in Washington that cover economic, commercial, and environment, science, technology, and health. The division's programs include 15 short, specialized courses, a 26-week course that delivers the equivalent of a strong bachelor's degree in economics, and four practical application tradecraft courses. The 15 specialized courses focus on trade, aviation, telecommunications, combating terrorist financing, intellectual property rights, biotechnology, infectious diseases, multilateral banks, U.S. investment policy, and a range of energy issues. The 26-week course combines with a four to six month detail at the State Department, in another USG agency, or in the private sector to form a year-long economic studies program. The four tradecraft courses address challenges such as a first reporting assignment; serving as a first-time section head; conducting commercial diplomacy; and serving in environment, science and technology sections. The division also offers a course in applied economics specifically for non-economic officers, two courses just for LE Staff, and sends two economic officers annually to graduate-level university economic studies.

Management Tradecraft Training Division

The Management Tradecraft Training division provides employees of the Foreign Affairs community with the administrative management knowledge and skills to support the achievement of U.S. foreign policy objectives. MTT offers courses in Administrative Management Operations, Financial Management Operations, General Services Operations and Acquisitions, Human Resources Management as well as other management-related courses such as management controls.

Office Management Training Division

The Office Management Training Division provides courses to ensure that Foreign Service, Civil Service, and Foreign Service National office support personnel develop the skills and abilities essential to meeting the Department of State mission requirements. The curriculum also includes coursework that emphasizes important areas of office management including professionalism, teambuilding, customer service and technical and communication skills.

Orientation Training Division

Orientation Division courses introduce all new Foreign Service and Civil Service personnel to the mission and structure of the Department of State and explain employee benefits and terms of employment. The Division offers separate, mandatory courses for newly-hired Foreign Service Generalists, Foreign Service Specialists, Civil Service personnel and Presidential Management Fellows. The Division also offers Washington Tradecraft for Foreign and Civil Service personnel new to the work environment in Washington and Diplomatic History for employees who wish to deepen their knowledge of U.S. diplomatic history. An online course, *Introduction to Working in an Embassy*, page 132, is offered to employees of other USG agencies being assigned to an overseas diplomatic mission.

Political Training Division

The Political Training Division trains Foreign Service, Civil Service, Foreign Service National and other U.S. government employees to serve effectively in political and political/economic sections of U.S. Missions overseas and in policy-oriented positions in Washington. The division conducts tradecraft courses to train entry-level Foreign Service officers for their initial assignments, and offers courses to mid-level officers in a wide range of critical foreign policy areas, such as political-military affairs, global issues, human rights, international negotiation skills, multilateral diplomacy, congressional relations, intelligence and foreign policy, and combating terrorism. The division also offers specialized training in labor officer skills and orientation courses for the PRM, INL and Legislative Affairs bureau, as well as training for selected Foreign Service National employees supporting political sections in their respective embassies.

Public Diplomacy Training Division

The Public Diplomacy Training Division prepares Foreign Service, Civil Service, Foreign Service National and other U.S. government employees to fulfill various roles in public diplomacy overseas. Public diplomacy practitioners learn how to use PD resources and strategies to advance U.S. foreign policy objectives. Courses cover topics that include social media, working with the media, directing professional and academic exchanges, policy advocacy, engaging foreign audiences, speechwriting, making strong presentations and getting your message out through the broadcast media. Training also addresses the administration of grants and other PD monies and the integration of public diplomacy across the country team.

Regional Training Coordination

Regional Programs and Training Coordination provides oversight of delivery of FSI courses at the regional centers, promoting the development of courses that reflect the same training goals, objectives and materials globally. This office updates and maintains course materials for FSN supervisory skills classes and other courses developed primarily for FSN training to ensure quality and coherence, as well as coordinating the adjunct faculty program for FSN training.

Stability Operations Division

The Stability Operations Division has two main areas of focus: pre-deployment training for individuals assigned to Iraq, Afghanistan, or Pakistan, and training in support of reconstruction and stabilization. In the first, SO provides country familiarization and introductory language training for interagency employees who will be assigned to the U.S. Embassy in Kabul or Baghdad, or to their subordinate elements. A follow-on set of courses are also provided to individuals – both military and civilian – that will be assigned outside the capital in either Afghanistan or Iraq (courses for PRTs assigned to Afghanistan are offered at FSI and at Atterbury in Indiana). The second focus of the Division is on training in support of the Office of the Coordinator for Reconstruction and Stabilization and the Civilian Response Corps. Initial coursework is designed to enable USG employees to operate within the Interagency Management System (a "whole of government" approach), while other coursework is intended to provide advanced training in planning, conflict assessment and other topics relevant to U.S. government efforts to stabilize fragile states.

Transition Center

The Transition Center is a training and resource facility comprised of three divisions that provide a wealth of information, training, counseling and referral services on a wide range of topics that support the individual and the work force.

Career Transition Center

The Career Transition Center provides training, counseling and other assistance to U.S. citizen employees of the Department of State and other foreign affairs and federal agencies through courses in retirement and transition planning.

Overseas Briefing Center

The Overseas Briefing Center provides multimedia resource materials on overseas posts and the foreign affairs lifestyle, and offers logistical advice for a transfer overseas.

Training Division

The Training Division offers formal and informal training designed to meet the diverse needs of employees and family members preparing for, or returning from, either an overseas assignment or a domestic assignment. A wide range of security seminars are offered which are designed to meet the needs of the U.S. government employees, their family members and eligible partners, as well as seminars for private organizations, and study-abroad administrators.

Enrolling in Transition Center Courses

Student enrollments in formal sessions are processed through the FS employee's Career Development Officer and CS employee's Bureau Training Officer. These sessions are included in the Employee Profile. Enrollments in informal workshops are processed directly by the Transition Center (e-mail: FSITCTraining@state.gov or phone 703-302-7268) and are not included in the Employee Profile.

Entering the Foreign Affairs Community

Starting a career in the foreign affairs community can present many new challenges including becoming familiar with the organizational structure of a U.S. Embassy; realigning job skills for employment in the local economy; securing information on schooling and health care for you and your family members; and, being informed on security or safety issues. The OBC's country briefing boxes provide post reports, maps and post-specific information on spousal employment, housing, security, education, consumables, medical facilities, automobiles and importation of pets. Additionally, course offerings through the Training Division include *MQ911 Security Overseas Seminar*, page 257, *MQ914 Youth Security Overseas Seminar*, page 257, *MQ104 Regulations, Allowances and Finances in Foreign Service Context,* page 264 and *MQ803 Realities of Foreign Service Life*, page 263.

Preparing for Life Abroad

Transitioning from post to post presents practical concerns such as managing your finances, handling rental property, employing appropriate protocol and etiquette skills, or transporting a pet from one country to another. Parents and children can learn more about how the foreign affairs life will impact them through courses such as *MQ116 Protocol and U.S. Representation Abroad*, page 263, *MQ115 Explaining America*, page 262, *MQ203 Singles in the Foreign Service*, page 266, *MQ802 Communicating Across Cultures*, page 262, *MQ250 Young Diplomats Day*, page 266 or *MQ855 Traveling with Pets*, page 266. Concerns of groups in special situations are also addressed with courses like *MQ118 Special Education Needs Overseas Seminar*, page 264.

Returning to Washington

An assignment to Washington, D.C., whether temporary or permanent, offers yet another set of challenges such as transitioning job skills attained abroad to a domestic position, maintaining long-distance relationships with overseas colleagues, preparing for the next tour or adjustment to life in Washington, D.C. Other concerns may involve Foreign Service legal issues and a myriad of rules and regulations. The Training Division offers courses such as *MQ801 Maintaining Long-Distance Relationships*, page 265, *MQ704 Targeting the Job Market*, page 264, *MQ302 Transition to Washington for Foreign Born Spouses*, page 266 and *MQ500 Encouraging Resilience in Foreign Service Child*, page 265, which can assist in this life shift.

Transition Center (FSI/TC)
703-302-7272

CAREER TRANSITION CENTER (FSI/TC/CTC)
703-302-7407

OVERSEAS BRIEFING CENTER (FSI/TC/OBC)
703-302-7275

TRAINING DIVISION (FSI/TC/T)
703-302-7268

Leaving the Foreign Affairs Community

A move from the foreign affairs community to the private sector requires planning. The Career Transition Center offers courses and counseling to address concerns related to this transition. The *RV101 Retirement Planning Seminar*, page 255, offers information on financial and estate planning, tax issues, social security, annuities, and health and well-being. The *RV102 Job Search Program*, page 254, which is taken immediately prior to retirement, provides experts and counselors in an intensive learning experience to guide employees through decisions regarding retirement and launching a new career.

OPM Competencies and FS Precepts

The federal government has established a model of competencies needed by executives, managers and supervisors to perform effectively in their positions. The course offerings described in this catalog address both OPM Competencies and Foreign Service Precepts, and provide employees the essential building blocks for career advancement.

This model, adopted by the Department of State for the Civil Service, should be used by employees and training officers as a guide in establishing Individual Development Plans and training programs. Civil Service Leadership Competencies are defined as "the underlying characteristics–such as traits, skills, knowledge or abilities–which result in, or contribute to successful job performance."

The Foreign Service Precepts used by the Department specify key skills and expected levels of performance for junior, mid-level and senior Foreign Service professionals. They are the guidelines by which performance is described in Employee Evaluation Reports and are used by selection boards to determine the promotability of Foreign Service employees. Counselors and Foreign Service employees should use these precepts to determine appropriate training and development opportunities for each career level.

FSI has developed several training toolkits to assist Department of State employees and supervisors in identifying training and development opportunities. These include the *Foreign Affairs Community Life Skills, Language, Leadership and Management, Civil Service Employees, Foreign Service Generalists,* and *Training Resource Guide for Foreign Service National Employees and Locally Employed Staff*, among others. These training toolkits are available on the FSI OpenNet at http://fsi.state.gov.

Definitions of OPM Competencies

Accountability

Holds self and others accountable for measurable high-quality, timely and cost-effective results. Determines objectives, sets priorities and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Conflict Management

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Continual Learning

Assesses and recognizes own strengths and weaknesses; pursues self-development.

Creativity and Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

Customer Service

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Decisiveness

Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Entrepreneurship

Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

External Awareness

Understands and keeps up-to-date on local, national and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Financial Management

Understands the organization's financial processes. Prepares, justifies and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions or unexpected obstacles.

Human Capital Management

Builds and manages workforce based on organizational goals, budget considerations and staffing needs. Ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems. Manages a multisector workforce and a variety of work situations.

Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Integrity/Honesty

Behaves in an honest, fair and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Interpersonal Skills

Treats others with courtesy, sensitivity and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Oral Communication

Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Partnering

Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy

Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

Problem Solving

Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Public Service Motivation

Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Resilience

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Strategic Thinking

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Team Building

Inspires and fosters team commitment, spirit, pride and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations and policies related to specialized expertise.

Technology Management

Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

Vision

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Written Communication

Writes in a clear, concise, organized and convincing manner for the intended audience.

Foreign Service Precepts

LEADERSHIP SKILLS		
Innovation		
Entry-Level	Mid-Level	Senior-Level
Takes initiative to go beyond assigned tasks; identifies problems and proposes creative solutions; seeks to improve job and organization performance.	Develops insights into situations and applies them in the workplace; devises innovative solutions to make organizational improvements and policy adjustments; engages staff in process of developing new and effective solutions	Creates an organization-wide environment which encourages innovation; takes a long-term view and acts as a catalyst for constructive change; conceives and institutes organization-wide policy and program initiatives; anticipates and prepares for the future.
Decision-Making and Judgment		
Entry-Level	Mid-Level	Senior-Level
Identifies issues within context of own job which require decisions or other action; arrives at recommendations in a logical, orderly manner; acts confidently and decisively within own purview, consulting others as appropriate; is sensitive to needs and opinions of others. Displays good judgment by discerning what is appropriate, practical, and realistic in the performance of official duties.	Makes reasoned, effective, and timely decisions after considering all relevant factors and options, even when data are limited or conflicting or will produce unpleasant consequences; implements decisions and evaluates their impact and implications, making adjustments as needed. Determines whether and how to make decisions or take action without senior-level review displaying good judgment in making those decisions.	Integrates policy and administrative factors into problem solving and decision making in a manner enhancing the entire organization; actively works to achieve Department's goals and objectives; encourages staff to accept responsibility. Demonstrates good judgment in all decisions.
Team Building		
Entry-Level	Mid-Level	Senior-Level
Applies what he/she learns about team building to be an effective team member. Is open to views of others; works in collaborative, inclusive, outcome-oriented manner with U.S. and foreign colleagues; accepts team consensus.	Is an effective team leader, who creates an environment that facilitates full participation and an open exchange of ideas; fosters cooperation and collaboration among U.S. and foreign colleagues; motivates and guides team members toward a common goal. Actively develops the skills of subordinates, counsels them, and makes optimum use of their talents.	Is an effective team motivator and leader, who inspires staff to participate and contribute; encourages and develops a sense of pride and cohesiveness among staff; resolves work-related problems by mobilizing team skills and resources; develops and implements strategies to improve the workplace, morale, skills and achievements of team members and the effectiveness of the overall organization.
Openness to Dissent		
Entry-Level	Mid-Level	Senior-Level
Demonstrates the intellectual integrity to speak openly within channels and a willingness to risk criticism in order to voice sensible dissent. Publicly supports official decisions, even when disagreeing with them.	Discerns when well-founded dissent is justified; engages in constructive advocacy of policy alternatives; guides staff to do the same.	Accords importance to well-founded dissent and defends its appropriate expression.
Community Service and Institution Building		
Entry-Level	Mid-Level	Senior-Level
Participates actively in outreach or "community service" activities that contribute to employee welfare. For example, volunteers for Post or Department programs, initiatives, ceremonies, special events, blood and fund drives, and other activities.	Participates actively in performance evaluation decision making and resource allocation activities, e.g., serves on Selection Boards or on post EER Review Panel; works on resource allocation committees, e.g., Housing Board; counsels/mentors personnel more junior in grade.	Participates actively in "institution building" activities that strengthen the Department as an organization. For example, recruits for the Department, e.g., serves as Diplomat-in-Residence or on the Board of Examiners; works on the Selection Boards; participates in Department mentoring program.

MANAGERIAL SKILLS		
Operational Effectiveness		
Entry-Level	Mid-Level	Senior-Level
Plans, organizes and directs operations and strategies within areas of responsibility effectively; ensures that projects within area of responsibility are completed in a timely, high quality and efficient manner; accepts supervision and guidance, and supports the projects of others; provides feedback to supervisors. Demonstrates commitment and moral courage by making difficult choices, by working with a sense of purpose, and by caring about the results.	Completes projects and produces results in most effective manner while balancing the Department's goals and objectives and constraints of time and resources; critically analyzes the organization's strengths and weaknesses, and takes appropriate action.	Establishes effective procedures and controls to manage the work activities of subordinates; encourages, develops and rewards efforts of staff to enhance their effectiveness, including their ability to contribute to the achievement of the Department's goals and objectives; foresees challenges to, and opportunities for, the organization and takes steps in advance to deal with them.
Directing and Developing Performance		
Entry-Level	Mid-Level	Senior-Level
Participates in preparation of work requirements for self and works with staff in preparing their work requirements; develops plans to accomplish work requirements; gives staff both formal and informal feedback on performance and potential; completes employee evaluations in accordance with standards and deadlines.	Establishes and clearly communicates broad performance expectations for unit; manages staff effectively to meet those performance expectations; monitors plans to accomplish work requirements; delegates appropriately; creates a productive work environment in which employees' contributions are valued and encouraged; works to prevent and resolve personnel problems in a timely manner; ensures that the evaluation process is properly conducted and that counseling occurs throughout the rating year; effectively selects, trains, develops and supervises employees; ensures that staff is appropriately utilized, appraised, and rewarded; develops these same skills in others.	Establishes and clearly communicates organization-wide performance expectations in accordance with the Department's goals and objectives; inspires a high level of performance in staff; ensures the professional development and mentoring of staff; oversees possible improvements in human resource processes; ensures that the evaluation and counseling process is conducted effectively and in accordance with standards and deadlines.
Management of Resources		
Entry-Level	Mid-Level	Senior-Level
Utilizes internal controls to protect the integrity of the organization and prevent waste, fraud, and mismanagement, reporting any instances where such problems occur; uses material and financial resources prudently; strives to produce highest return with lowest cost.	Ensures that effective internal controls are in place and work correctly; allocates resources efficiently, equitably, and in conformity with policy and regulatory guidelines; makes every effort to ensure that employees have the tools needed to work effectively.	Evaluates adequacy of internal controls and ensures implementation of improvements as warranted; holds managers accountable for the consequences of their resource policy decisions; seeks resource adjustments as needed.
Customer Service		
Entry-Level	Mid-Level	Senior-Level
Responds professionally, courteously and competently to both internal and external customers.	Balances competing and sometimes conflicting interests of a variety of customers; anticipates and responds appropriately to customer needs.	At the organization level, encourages customer-oriented focus; maintains or improves services organization-wide.

Support for Equal Employment Opportunity and Merit Principles		
Entry-Level	Mid-Level	Senior-Level
Takes diversity training and applies its principles to the workplace; treats all individuals with respect and without regard to race, color, gender, religion, national origin, age, disability, marital status or sexual orientation; acts in compliance with USG and Department EEO policies.	Manages diversity by recruiting diverse staff at all levels and ensuring staff diversity training and awareness. Promotes diversity awareness through training; ensures by example and instruction, and verifies through monitoring and follow-up that all employees are treated with fairness and respect; applies EEO and merit principles consistently; identifies and addresses situations giving rise to complaints and grievances based on issues of fairness in the workplace.	Fosters an organization-wide environment in which diversity is valued and respected; encourages the organization to realize the full potential of a diverse staff; provides personal leadership and vigorous support for EEO, merit principles, and fair employment practices; recognizes that diversity within the workplace is a strategic advantage and acts accordingly.
Security, including Management of Sensitive and Classified Material, Information and Infrastructure		
Entry-Level	Mid-Level	Senior-Level
Practices good personal, information, and physical security. Takes full responsibility for handling and safeguarding sensitive and classified material, information, and infrastructure properly. Has knowledge of security threats, responsibilities, procedures, regulations and issues.	Encourages the practice of good personal, information, and physical security measures and serves as a model for others. Takes full responsibility for handling and safeguarding sensitive and classified material, information, and infrastructure properly; ensures that effective procedures are in place to protect sensitive and classified material, information and infrastructure and that established security regulations are being followed.	Promotes the practice of good personal, information, and physical security measures by employees. Takes full responsibility for handling and safeguarding sensitive and classified material, information and infrastructure properly; promotes security consciousness on an organization-wide basis; evaluates and monitors procedures to safeguard sensitive and classified material, information, and infrastructure and ensures that necessary changes are made if current procedures are inadequate; holds managers accountable for the consequences of their security policy decisions.
Crisis Management Skills		
Entry-Level	Mid-Level	Senior-Level
Possesses appropriate knowledge of short-term (emergency) management and long-term (business continuity) management responses to crises, incidents or other serious situations and when appropriate may participate in the development of plans to respond to such incidents.	Performs crisis management for the area of responsibility, including the development of preventative (risk management) plans; and develops awareness and skill in crisis management among the staff.	Performs crisis management and risk management for the entire organizational unit; sets the tone for the importance of crisis management for the unit; and seeks to reduce the need for crisis management if possible.
INTERPERSONAL SKILLS		
Professional Standards		
Entry-Level	Mid-Level	Senior-Level
Holds self accountable for rules and responsibilities; is dependable and conscientious; is composed, professional and productive, even in difficult conditions. Treats all with respect.	Holds others accountable for rules and responsibilities; consistently maintains equanimity and a professional demeanor; maintains own motivation and encourages others to persevere in difficult circumstances.	Sets the standard for integrity and workplace behavior by example and instruction; does not lose composure under stress or in crisis; fosters a climate based on mutual respect and trust.
Persuasion and Negotiation		
Entry-Level	Mid-Level	Senior-Level
Learns to influence others; gains cooperation while showing, in the spirit of mutual respect, understanding of others' positions.	Influences others deftly; fosters understanding of USG/Department views and positions and/or procedures and requirements; develops alliances with others; finds common ground among disparate forces and builds consensus; facilitates win-win situations.	Negotiates effectively on a wide range of issues in internal, bilateral and multilateral environments; manages and resolves major conflicts and disagreements in an interest-based manner; manifests a faculty for astute compromise without sacrificing ultimate goals.

Workplace Perceptiveness		
Entry-Level	Mid-Level	Senior-Level
Demonstrates sensitivity in both domestic and foreign environments to status, protocol and chain of command; responds considerately to the needs, feelings and capabilities of others; shows respect for cultural differences.	Understands and deals effectively with relationships and aspirations; anticipates how others will react; frames own responses to achieve results.	Navigates easily in an environment of shifting relationships; anticipates socially sensitive issues and potential conflicts of interest and takes appropriate action.
Adaptability		
Entry-Level	Mid-Level	Senior-Level
Adapts behavior and work methods as needed in response to new information, changing conditions, preferences of other people, or unexpected obstacles; and displays sensitivity to cultural differences.	Guides staff in adjusting to change; models and reinforces flexibility in the staff; manages risk and uncertainty; seeks to reduce any negative impact of change on the organization; and maintains own standards and identity despite change.	Anticipates the need for change; weighs risks; creates proactive plans to deal with change that reduces any negative impact on the unit; uses change to improve the effectiveness of the unit and its members; and exercises sophisticated cultural sensitivity in all circumstances.
Relationship Building and Representational Skills		
Entry-Level	Mid-Level	Senior-Level
Establishes and maintains purposeful and productive relationships with domestic and foreign contacts; interacts effectively in official and social encounters; attends representational events to promote relationships and understanding with host country officials and when appropriate, hosts such events.	Identifies and cultivates professional relationships with key individuals and institutions; advances USG interests through hosting and attending representational events.	Moves with ease at all social settings and levels; cultivates professional relationships with audiences important to U.S. interests; frequently hosts representational events at most senior levels of society.
COMMUNICATION AND FOREIGN LANGUAGE SKILLS		
Written Communication		
Entry-Level	Mid-Level	Senior-Level
Writes succinctly; produces written materials that are thorough; conveys analysis that highlights essential points and clearly explains essence of subject to the intended audience –whether mission management or senior Department official.	Writes clearly and persuasively; ensures that policy and operational issues are articulated in ways most helpful to the intended audience; assists staff to develop effective writing skills.	Exhibits full mastery of written communication; shows sophisticated ability to analyze, synthesize, and advocate in a timely manner; edits others' texts judiciously.
Oral Communication		
Entry-Level	Mid-Level	Senior-Level
Speaks in a concise, effective and organized manner, tailored to the audience and the situation; speaks convincingly in groups and in individual discussion.	Speaks authoritatively to all audiences, demonstrating comprehensive understanding of issues and options; articulates policy goals persuasively; fosters an atmosphere of open communication and exchange of ideas.	Effectively argues complex policy issues; deals comfortably with the most senior levels of government and society.
Active Listening		
Entry-Level	Mid-Level	Senior-Level
Listens attentively; understands and absorbs others' messages; correctly reads nonverbal signals; summarizes others' views accurately and confirms accuracy of understanding; considers and responds respectfully and appropriately.	Instills trust in others which motivates them to speak openly and candidly; understands and respects cultural sensitivities and constraints in discussing issues and opinions; asks open-ended, incisive questions to ensure accuracy of understanding.	Adeptly discerns the innermost meanings and nuances of messages that others convey.

Public Outreach		
Entry-Level	Mid-Level	Senior-Level
Develops public speaking and writing skills by seeking appropriate opportunities to present U.S. views and perspectives.	Seizes and creates opportunities to advocate U.S. perspective to a variety of audiences. Actively develops the skills of subordinates.	Deals comfortably with the media; is active and effective in public diplomacy, both in the U.S. and overseas. Contributes to and implements strategies to encourage a fair hearing for U.S. views and perspectives.
Foreign Language Skill (Generalists; Specialists as applicable)		
Entry-Level	Mid-Level	Senior-Level
Meets language probation requirements; uses foreign language skills to enhance job performance; seeks to improve foreign language skills.	Attains general professional proficiency* in at least one foreign language, strives to acquire advanced level proficiency and/or general professional proficiency in additional languages; uses that skill effectively to communicate USG themes and exercise influence; works to increase foreign language ability. *Generalists, to cross senior threshold, must attain S/3-R/3 (i.e., general professional proficiency) in one language.	Maintains and/or further develops proficiency in foreign language(s); uses skill to promote U.S. interests with a wide range of audiences, including the media.
INTELLECTUAL SKILLS		
Information Gathering and Analysis		
Entry-Level	Mid-Level	Senior-Level
Locates, evaluates, and quickly assimilates key information; reorganizes information logically to maximize its practical utility and identify key underlying factors; recognizes when additional information is required and responds accordingly; considers a variety of sources, cross-checking when appropriate.	Has a sophisticated understanding of sources and their reliability; knows what to report and when; accepts that it may not be possible to base recommendations, decisions, or actions on comprehensive information; considers downstream consequences; guides and motivates staff to refine their own analytical skills.	Integrates fully a wide range of information and prior experiences in policy making; ensures that staff search out and evaluate information before making recommendations and decisions; recognizes situations in which information and analysis are incomplete, and responds wisely; accepts accountability for self and insists on it for staff.
Critical Thinking		
Entry-Level	Mid-Level	Senior-Level
Identifies key information, central issues, and common themes; identifies the strengths and weaknesses of various approaches; outlines realistic options; distinguishes fact from opinion and relevant from irrelevant information.	Isolates key points, central issues, and common themes in a mass of complex information or procedures; can determine the best solution or action from a range of options; is objective in analyzing problems and judging people.	Analyzes and defines complex policy issues clearly, in terms which permit them to be dealt with in a practical way; encourages staff to analyze situations and propose options, giving constructive and instructive feedback; correctly senses when it is appropriate to take risks, and does so.
Professional Development, including Active Learning		
Entry-Level	Mid-Level	Senior-Level
Seeks out new job-related knowledge and readily grasps its implications for the workplace; seeks informal feedback and learns from mistakes; recognizes own strengths and weaknesses and pursues self-development.	Develops own knowledge through broadening experiences, whether work-related, academic studies, or other type of professional development; applies the principles learned on the job and encourages and supports professional development among subordinates; provides informal feedback to colleagues and seeks feedback on own performance.	Anticipates the need for new information or knowledge for self and others; identifies sources of new information; communicates these sources to staff and facilitates access; actively promotes professional development at the organizational unit level; applies principles to foster organizational improvements, and promotes a workplace supportive of continuous professional development.

Leadership and Management Training		
Entry-Level	Mid-Level	Senior-Level
Learns basic principles of effective leadership and management. Pursues formal and informal training opportunities.	Uses training opportunities to improve personal leadership and management skills and to keep abreast of current theory and techniques. Applies the principles learned at FSI and other relevant courses on the job (e.g. by developing subordinates).	Actively promotes leadership and management training at the organizational unit level; applies principles of leadership and management training to foster organizational improvements.

SUBSTANTIVE KNOWLEDGE

Job Information		
Entry-Level	Mid-Level	Senior-Level
Develops and applies knowledge needed in current assignment; learns factors which impact work; understands how job relates to organizational goals and U.S. policy objectives. Uses FSI and other training to improve individual performance.	Has broad knowledge of job-related processes and practices; remains current on policies, programs, and trends that affect the organization; analyzes the interplay of forces influencing the achievement of policy and program objectives and makes reasonable recommendations. Uses training and other means to improve programs. Supports continuous learning of employees through both training and work opportunities.	Integrates thorough knowledge of issues arising in job to formulate and implement policies and programs; monitors internal and external sources for information and ideas; uses job knowledge to shape outcomes. Utilizes FSI training to raise level of organizational unit performance. Creates an environment and strategies to support professional development both through training and work opportunities.

Institutional Knowledge		
Entry-Level	Mid-Level	Senior-Level
Understands the roles and authorities of both the Department and other USG agencies and how they affect the Department. Applies that knowledge and the institutional realities it imposes to develop interagency cooperation to get tasks accomplished.	Proactively applies knowledge of other USG Agencies and institutional realities to advance effectively State Department goals; operates on an equal footing with officials in other bureaus, foreign governments, business communities, academia, and media; develops these same skills in subordinates.	Uses sophisticated understanding of other USG Agencies and institutional realities to advance effectively USG foreign policy objectives; develops those same skills in subordinates. Promotes interagency cooperation with a wide variety of senior USG officials to achieve the Department's foreign policy objectives.

Technical Skills		
Entry-Level	Mid-Level	Senior-Level
Learns and uses technical skills and technology as appropriate in setting of job; understands the impact of technology on the workplace; seeks ways to use technology to enhance performance.	Continuously enhances own and staff's understanding of work-related technical skills and technology and their applications; advances policy and program goals through the use of available and appropriate technology.	Promotes own and staff's full utilization of technical skills and technology to achieve bureau/mission goals; devises efficient and cost-effective strategies to integrate technology into the workplace.

Professional Expertise		
Entry-Level	Mid-Level	Senior-Level
Understands and applies Department of State procedures, requirements, regulations, and policies; assimilates Department of State and Foreign Service milieu; builds knowledge of U.S. and foreign environments; uses developing expertise in work situations.	Strives to deepen understanding of the Department of State and of the Foreign Service as a profession; uses expertise to evaluate policies and programs and to advise and develop others; is able to operate independently to further bureau/mission objectives.	Combines mastery of U.S. policy objectives and knowledge of foreign environments to advance USG goals; assists staff to develop Foreign Service skills and expertise, promoting a work environment that enhances their professional development.

Knowledge of Foreign Cultures		
Entry-Level	Mid-Level	Senior-Level
Develops and demonstrates knowledge of foreign cultures, values, and norms; appropriately applies foreign perspective to domestic assignments and host country perspective to assignments abroad.	Has sophisticated grasp of foreign political, economic, cultural, and information environments; relates knowledge to fulfillment of bureau/mission goals.	Uses thorough knowledge of foreign environments to identify and seize opportunities to advance USG goals. Develops subordinates' understanding of how best to advance U.S. interests in a foreign environment.

Distance Learning Quick Guide

"Distance Learning" is defined as any formal coursework[1] for which credit is granted where the instructor and student are separated geographically or where there may not be an instructor at all; however, instructional tools are built into the course. Distance Learning may be "synchronous" (i.e., live, real-time course delivery using a variety of communication modes) or "asynchronous" (i.e., any training where interaction is delayed or there is no direct interaction with an instructor). Within distance learning, there are several delivery methods which can be considered synchronous, asynchronous or both:

Blended (Asynchronous/Synchronous): Any possible combination of educational delivery methods (i.e., classroom with online, online with text-based, classroom with CD-ROM, online and CD-ROM, etc.) that maximizes the student's learning experience.

CD-ROM (Asynchronous): Instruction provided on a compact disc, with read-only-memory, designed to store computer data in the form of text and graphics. The format may be interactive through the use of a variety of technologies; however, the exchange of information is not. Communication with a Department contact may be available as directed in the specific course description.

DVC (Synchronous): Instruction provided via a "digital video conference," allowing for real-time, synchronous communication between students and the instructor using a two-way audio, two-way video feed. Multiple visuals can also be incorporated such as PowerPoint and video, making this delivery method one of the most interactive available.

Online (Asynchronous/Synchronous): Instruction is provided via the Department of State's OpenNet or the Internet, usually through the FSI LearnCenter. In most cases, all communication between instructor and student is electronic, as is the submission of assignments and examinations.

Text Based (Asynchronous): Instruction provided by mail, through the exchange of lessons and examinations between the Department and the student. Materials are text-based; communication with a Department contact is available via e-mail.

In some courses, you can set your own pace; in others, you will be mentored, or guided by an instructor. Distance learning is a convenient and highly personalized way to learn.

[1]FSI utilizes a variety of multimedia in both its distance learning and classroom training such as podcasts, video clips, audio files, etc. which can be accessed on-demand.

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PE338 Intellectual Property Rights: Core Course	Page 96	PE340 Intellectual Property Rights: Traditional Knowledge and Expressions	Page 98
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The Foreign Service National Training Program at the Foreign Service Institute offers a variety of training opportunities for the development of core and specialized competencies for Foreign Service Nationals. Listed in this section are general courses and workshops, which are open to most FSNs across all disciplines. Several tradecraft courses are cross-referenced under their specific themes. (Please see Consular, Economic and Commercial Affairs, Management Tradecraft, Office Management, Political and Public Diplomacy.)

FSNs can also utilize FasTrac, a 2,000 plus library of commercial courses. FSI provides access to FSNs and all DoS direct hires, at no cost, via the Internet. Topics include grammar, diversity, IT (end-user/systems administrators), human resources, leadership, etc. For more information, see page 80 or FSI's Website (http://fsi.state.gov).

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Distance Learning

PA198 E2 Solutions: Travel Approver	Page 128		PK197 E2 Solutions: Traveler	Page 129
PK196 E2 Solutions: Travel Arranger	Page 129		PK195 Travel Policies and Procedures for Domestic Offices	Page 132

Political Training

Classroom Training

PP224 Advanced Political Training for Foreign Service Nationals	Page 231		PP217 Political Training for Foreign Service Nationals	Page 231

Public Diplomacy Training

Classroom Training

PY205 Foreign Service National Current Issues Program	Page 246		PY207 Foreign Service National Information/Media Program	Page 247
PY204 Foreign Service National Educational and Cultural Programs	Page 247		PY206 Foreign Service National Information Resource Center Program	Page 248

Distance Learning

PY222 Monitoring Grants and Cooperative Agreements	Page 137			

The Area Studies Division offers a range of courses to provide personnel working in or on a geographic region with the knowledge of the key historical, political, economic, societal and foreign policy issues that will prepare them to carry out their responsibilities. The division offers Intensive Regional, Advanced Area and Distance Learning training. The courses are appropriate for both Department of State and other agency employees.

In addition to scheduled Area Studies Training programs listed in this section, Area Studies offers some online courses and arranges customized training to meet a variety of needs. Contact the Director of Area Studies at 703-302-6875 regarding all special needs.

This section is divided into three subsections:

- Advanced Area Studies, page 33.
  - Asia
  - Europe
  - Near East and North Africa
  - Russia/Eurasia
  - Sub-Saharan Africa
  - Western Hemisphere
- Cultural Interactions and Connections, page 80-81.
- Intensive Regional Area Studies, page 35.
  - Asia
  - Europe
  - Near East and North Africa
  - Russia/Eurasia
  - Sub-Saharan Africa
  - Western Hemisphere

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Advanced Area Studies

These courses are similar to the regional courses in their utilization of outstanding guest lecturers, participatory activities and audio-visual materials with up-to-date policy relevance. They differ in their greater country specificity, more advanced analysis, when applicable, and their close relationship with concurrent language training. Interested persons may; however, register separately for these area studies courses without the FSI language component. If this is the case, arrange training dates by contacting the FSI Office of the Registrar at FSIRegistrar@state.gov or 703-302-7137/7144.

Note: Some courses are offered only on an "as needed" basis so applicants should call to confirm their enrollment. In some cases, if enrollment minimums are not met, tutorials may be offered.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees. Accompanying eligible family members of DoS employees who are 18 years or older are admitted on a space-available basis. Other agency employees and their EFMs may attend on a reimbursable basis (EFMs on a space-available, reimbursable basis). To enroll, DoS FS employees and their EFMs apply through HR/CDA; DoS CS employees contact bureau training office; Non-DoS submit a funded SF-182 (see page 2).

Schedule: The Advanced Area courses generally meet one half-day per week in coordination with corresponding language course.

Applicants registering solely for the area studies component may choose their own starting and ending dates after consulting with the course chairperson to determine what would best fit their individual needs. Contact the Director of Area Studies at 703-302-6875 to arrange a special session.

Minimum/Maximum: 5/25

ASIA

Afghanistan
Course Code AR545

Scope: Afghanistan.

China/Hong Kong/ Taiwan
Course Code AR521

Scope: China, People's Republic of and Taiwan.

Insular Southeast Asia
Course Code AR571

Scope: Indonesia, Malaysia and Philippines.

Japan
Course Code AR522

Scope: Japan.

Korea
Course Code AR523

Scope: Korea.

Mainland Southeast Asia
Course Code AR572

Scope: Burma, Cambodia, Laos, Thailand and Vietnam.

Mongolia
Course Code AR524

Scope: Mongolia.

South Asia
Course Code AR560

Scope: Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka.

EUROPE

Baltic East Central Europe
Course Code AR501

Scope: Estonia, Latvia, Lithuania, Poland and Ukraine.

East Central Europe
Course Code AR582

Scope: Czech Republic, Hungary and Slovakia.

German-Speaking Europe
Course Code AR593

Scope: Austria, Germany and Switzerland.

Greece/Cyprus/Turkey
Course Code AR502

Scope: Greece, Cyprus and Turkey.

Nordic Countries
Course Code AR596

Scope: Denmark, Finland, Iceland, Norway and Sweden.

South Central Europe
Course Code AR561

Scope: Albania, Bosnia/Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia and Slovenia.

Southeast Central Europe
Course Code AR503

Scope: Bulgaria, Romania and Moldova.

Western Europe
Course Code AR504

Scope: France, Italy, Spain, Portugal and/or the Benelux.

NEAR EAST AND NORTH AFRICA

Arabian Peninsula/Gulf/Sudan
Course Code AR541

Scope: Bahrain, Iran, Kuwait, Oman, Qatar, Saudi Arabia, United Arab Emirates and Yemen.

Fertile Crescent
Course Code AR542

Scope: Egypt, Iraq, Israel (Including Jerusalem and Gaza), Jordan, Lebanon and Syria.

Northern Africa
Course Code AR515

Scope: Algeria, Libya, Mauritania, Morocco and Tunisia.

RUSSIA/EURASIA

Caucasus
Course Code AR585

Scope: Armenia, Azerbaijan and Georgia.

Central Asia
Course Code AR586

Scope: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

Russia/Belarus
Course Code AR566

Scope: Russia and Belarus.

SUB-SAHARAN AFRICA

Sub-Saharan Africa
Course Code AR513

Scope: Angola, Botswana, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Democratic Republic of, Congo, Republic of, Cote d'Ivoire, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome & Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

WESTERN HEMISPHERE

Andean Republics
Course Code AR533

Scope: Bolivia, Colombia, Ecuador, Peru and Venezuela.

Brazil
Course Code AR530

Scope: Brazil.

Canada
Course Code AR528

Scope: Canada.

Central America and Caribbean
Course Code AR529

Scope: Costa Rica, Cuba, Curacao, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Suriname.

Haiti
Course Code AR536

Scope: Haiti.

Mexico
Course Code AR531

Scope: Mexico.

Southern Cone
Course Code AR540

Scope: Argentina, Chile, Paraguay and Uruguay.

Cultural Interactions and Connections

Egypt: Cultural Interactions and Connections
Course Code AR940
See Distance Learning, page 80.

Russia: Cultural Interactions and Connections

Course Code AR950
See Distance Learning, page 81.

Ukraine: Cultural Interactions and Connections

Course Code AR965
See Distance Learning, page 81.

Intensive Regional Area Studies

These seminars are organized and led by FSI area specialists, who also bring in expert lecturers from universities, government and private organizations. The courses combine lectures, discussions, and other participatory activities, field trips, written and audio-visual materials in order to highlight the key historical, political, economic and socio-cultural themes of each region. American policy interests, such as economic competitiveness, security issues, democratization, environmental concerns and other major initiatives, are analyzed within each regional context. In addition, the courses are responsive to the individual and pragmatic needs of persons departing directly for overseas posts. Applicants for these courses should indicate their specific country of interest. It is also advisable to confirm course content because changes which occur in the real world are quickly reflected in course organization and teaching at the Foreign Service Institute. Some of these courses also include modules that are shorter in duration and focus on a specific country or sub-regional issues. These modules are, in general, one or two days that are set aside to address a specific region or organization. Participants may register for the module portion only. Please see schedule for more information.

OPM Competencies Addressed:
✓ Cultural Awareness
✓ External Awareness

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees; accompanying eligible family members who are 18 years or older are admitted on a space-available basis. Other agency employees and their EFMs may attend on a reimbursable basis (EFMs on a space-available, reimbursable basis). To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Indicate specific country of interest in the "Remarks" section of your application. If applicable, include your onward assignment.

Schedule: The Intensive Regional Area Studies Seminars may meet between the hours of 8:30 a.m. and 4:30 p.m., Monday through Friday. The exact hours of individual courses vary. On the first day of class, additional time is required for students to process through security. Students are requested to arrive at FSI by 8:00 a.m. to ensure they will arrive at class on time.

Note: Some courses are offered only on an "as needed" basis so applicants should call the Area Studies Division at 703-302-6859, to confirm their enrollment. In some cases, if enrollment minimums are not met, tutorials may be offered.

Minimum/Maximum: 10/35

ASIA

China

Course Code AR250

Scope: China, People's Republic of and Taiwan.

East Asia

Course Code AR220

Scope: China, People's Republic of, Japan, Korea, Mongolia and Taiwan.

South Asia

Course Code AR260

Scope: Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka.

Southeast Asia

Course Code AR270

Scope: Australia, Burma (Myanmar), Cambodia (Kampuchea), Fiji, Indonesia, Laos, Malaysia, New Zealand, Papua New Guinea, Philippines, Singapore, Thailand and Vietnam.

EUROPE

Balkans

Course Code AR293

Scope: Balkans history, Ottoman legacies, dissolution of Yugoslavia, current situation and policy options, Albania and the ethnic Albanians in the region and public opinion polling in the region. (This course is a module in the two-week *AR291 Europe Intensive Regional Area Studies course*, page 35.)

Europe

Course Code AR291

Course modules include:

AR292 European Union Module	*2 days*
AR293 Balkans	*2 days*

Scope: Albania, Austria, Belgium, Bosnia/Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom and The Vatican.

European Union

Course Code AR192

Scope: This one-week course examines E.U. history, institutions, policies and U.S.-E.U. relations.

Member-States: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and the United Kingdom.

Aspirants: Albania, Bosnia-Herzegovina, Croatia, Iceland, Macedonia, Serbia and Montenegro and Turkey.

European Union Module

Course Code AR292

Scope: Training covers the history of European integration, E.U. institutions and policy process; E.U. policies–economic, justice and home affairs, foreign and security policy; enlargement and U.S.-E.U. relations. (This course is a module in the two-week *AR291 Europe Intensive Regional Area Studies* course, page 35.)

France

Course Code AR150

Scope: This course provides essential orientation to the history, culture, society, governing institutions, European connections and international outlook of the French for Department of State Foreign Service employees with postings to France.

NEAR EAST AND NORTH AFRICA

Iraq: Society, Religion and Politics

Course Code AR193

This course provides Area Studies preparation for those who are being posted to Iraq or who deal with Iraqi issues from other locales. In three intensive days, this course introduces you to the relevant features of Iraqi religious life, social configuration and political developments.

Topics covered include: the religious makeup of Iraqi society and its distinctive groups, beyond the simple Sunni/Shiite dichotomy normally spoken of; the ethnic makeup of Iraq, going deeper than the Arab/Kurd binary; the nature of civil society in Iraq; gender, law, and custom as applied to Iraq; youth and women's development; and economic analysis of where the developmental economy is now in Iraq. As possible, Iraqi culture and customs will be treated including: things to do and not do, correct body language, how to understand Iraqi names and a few greetings and pleasantries.

Note: Additional Iraq training and resource information is available to you on the DoS OpenNet at http://fsi.state.gov/languages/iraqis/default.

Course Objectives:

- Provide knowledge about Iraqi society, religion and political situation with an eye towards pragmatic solutions for problems of common concern.

Schedule: Three days, 9:00 a.m. to 4:00 p.m.

Islam: Formation, Institutions, Modernity and Reform

Course Code AR194

This course will provide Area Studies preparation for those who work or will work on issues related to Islam, Islamism or relations with Muslim communities. Starting with the formation of Islam and the Islamic community, the course provides a background to the major historical developments of Islam, with a special focus on Islam in the modern era. The course will address issues relating to the Middle East and North Africa, Sub-Saharan Africa, South Asia, Southeast Asia and Europe.

Note: Additional Iraq training and resource information is available to you on the DoS OpenNet at http://fsi.state.gov/languages/iraqis.

Course Objectives:

- To prepare foreign affairs professionals to carry out their responsibilities as they relate to Muslims and Islamic issues.

Near East and North Africa

Course Code AR240

Scope: Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, Turkey, United Arab Emirates and Yemen.

Note: Additional Iraq training and resource information is available to you on the DoS OpenNet at http://fsi.state.gov/languages/iraqis.

ACE CREDIT Recommendation: This course has been recommended for academic credit by the American Council on Education Credit Recommendation Service. If you are interested in applying for ACE CREDIT Recommendation, you will be required to complete additional course work, attaining a passing grade. Please contact Carl Lankowski at 703-302-6873 and/or LankowskiCF@state.gov for specific requirements. (See *Accreditation/Certification* for information, page 1.)

Recommendation: In the upper division baccalaureate degree category or graduate degree category, two semester hours in International Studies, Modern Middle East or Near East History, or World History.

RUSSIA/EURASIA

Caucasus and Central Asia

Course Code AR282

Scope: History, cultures and ethnic makeup of both regions; role of Islam; country-by-country political and economic overviews and role of U.S. interests in the region. (This course is a module in the two-week *AR281 Russia/Eurasia Intensive Regional Area Studies course*, page 37.)

Schedule: One day, 9:00 a.m. to 4:00 p.m.

Islam - The Rise of Religion in Eurasia

Course Code AR285

This course will focus on the surge in Muslim population and activism along with a concomitant elevation in religious discourses across the former Soviet Union. The content will include key historical, political, sociocultural and U.S. policy issues. (This course is a module in the two-week *AR281 Russia/Eurasia Intensive Regional Area Studies course*, page 37.)

Schedule: One day, 9:00 a.m. to 4:00 p.m.

Oil, Resources and Geopolitics of Eurasia

Course Code AR284

This course will focus on the perspective that Russia's resurgence as a major international player rests largely on its petrol resources. Focus will also be on energy resources in Central Asia, Azerbaijan and Georgia in the Caucasus. The content will include key historical, political, economic, sociocultural and U.S. policy issues. (This course is a module in the two-week *AR281 Russia/Eurasia Intensive Regional Area Studies course*, page 37.)

Schedule: One day, 9:00 a.m. to 4:00 p.m.

Russia/Eurasia

Course Code AR281

Course modules include:
AR282 Caucasus and Central Asia 1 day
AR285 Islam - The Rise of Religion in Eurasia 1 day
AR284 Oil, Resources and Geopolitics of Eurasia 1 day

Scope: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

SUB-SAHARAN AFRICA

Sub-Saharan Africa

Course Code AR210

Scope: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Congo, Democratic Republic of, Congo, Republic of, Cote d'Ivoire, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome & Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Uganda, Zaire, Zambia and Zimbabwe.

WESTERN HEMISPHERE

Western Hemisphere

Course Code AR239

Scope: Antigua, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts, St. Lucia, St. Vincent, Suriname, Trinidad & Tobago, Uruguay and Venezuela.

The Office Management Training Division offers a range of courses for personnel throughout the Department of State that focuses on the skills and abilities essential to meeting mission and bureau requirements. While a few of the courses are of a specialized nature and are relevant for a relatively small group of employees, many of the courses are appropriate for a wider audience: Civil and Foreign Service, and LE Staff employees from the Department of State and, on a reimbursable basis, other agency employees. The target audience includes Department of State direct-hire employees whose primary function will not be in management but who could benefit from coursework that emphasizes important areas of office management including professionalism, team building, customer service, technical and communication skills.

OMT courses are listed in the catalog in the following sections:

- Office Management, page 218.
- Communication and Public Speaking, page 38.
- Distance Learning, page 131.
- Leadership Management, page 172.

Within each section, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Better Office English: Oral

Course Code PK226

The first precept of effective communication is ensuring that you can express yourself correctly. This course provides intensive coaching to improve your English usage skills. You will review those English grammar rules you learned some time ago and have the opportunity to practice good pronunciation and enunciation skills. You will leave this course with increased self-confidence and enhanced oral communication abilities.

Course Objectives:

- Develop proficiency in using Standard English, enunciating clearly and speaking correctly.
- Use oral communications that are appropriate and effective for the office.

OPM Competencies Addressed:

✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:

✓ Active Listening
✓ Oral Communication

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m to 4:00 p.m.

Minimum/Maximum: 10/16

Career Builders: Communication Skills

Course Code PK209

This course can help you become more skilled and confident in situations that arise where an assertive communication style could be both appropriate and effective. Participants improve their interpersonal skills by applying the principles of assertive communication and conflict resolution.

Course Objectives:

- Distinguish among passive, assertive and aggressive behaviors.
- Recognize communication patterns of behavior.
- Use "I" messages.
- Demonstrate assertive nonverbal behaviors.
- Identify preferred conflict resolution styles.
- Use the "DESC Model" (Describe, Express, Specify, Consequences) for conflict resolution.

OPM Competencies Addressed:

✓ Conflict Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Resilience

FS Precepts Addressed:

✓ Active Listening
✓ Openness to Dissent
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Audience: Department of State Foreign Service Office Management Specialists and Civil Service Office Support Professionals. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/15

Effective Speaking and Listening Skills

Course Code PK240

Effective verbal and nonverbal communications are essential to achieving efficient speaking and listening skills. Whether you are presenting to a group, participating in a discussion, interviewing or listening to gain information, your effectiveness will improve by using the guidelines you will practice in this course. Topics include an overview of the communication formats used in the workplace: assertive communication, interviewing skills, meeting participation, active listening and oral presentations. Students will give a short videotaped presentation and receive individual feedback from the instructor.

Course Objectives:

- Describe effective communication in the workplace.
- Identify methods to improve active-listening skills in yourself and others.
- Practice assertive and non-defensive communication styles.
- Apply guidelines for managing discussions and providing feedback.

OPM Competencies Addressed:

✓ Customer Service
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:

✓ Active Listening
✓ Openness to Dissent
✓ Oral Communication
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days 9:00 a.m. to 4:00 p.m. Individual feedback sessions will be scheduled.

Minimum/Maximum: 10/16

Enhancing Training with Learning Technology

Course Code PD520

This course provides the principles and skills for effectively using learning technology tools in training. Participants will identify strategies and practice using classroom tools such

as SMART Boards and audience response devices. Participants will explore how to use and create videos and to incorporate the latest social media such as blogs, wikis, social networking and social bookmarking to enhance training.

Course Objectives:
- Identify core principles for effective use of learning technology.
- Demonstrate the use of SMART Board features to engage the audience.
- Identify best practices for using video and audio in training.
- Explore ways to use audience response devices in presentations.
- Develop practical strategies for incorporating social media tools to facilitate communication and collaborative learning in and out of the classroom
- Write an Action Plan to enhance their own training with learning technologies.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation

FS Precepts Addressed:
✓ Professional Development, including Active Learning
✓ Technical Skills
✓ Written Communication

Prerequisite: Either *PD505 Training Tradecraft*, page 261 or *PD513 Training and Presentation Skills*, page 259.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who currently design and deliver presentations, teach courses, facilitate discussions, conduct workshops or lead training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/25

Foreign Service National Office Communication: Oral and Written

Course Code PK227

This course is designed to meet the evolving oral and written English language challenges that Foreign Service National employees encounter in their daily tasks and during interaction with American supervisors and personnel.

Course Objectives:
- Use standard oral English, enunciating clearly and speaking appropriately and effectively for office communication.
- Increase awareness of pronunciation and grammatical errors.
- Organize ideas for effective written communications, using correct sentence structure and active voice.
- Edit written documents for clarity, tone, jargon and superfluous language.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Oral Communication
✓ Written Communication

FS Precepts Addressed:
✓ Adaptability
✓ Oral Communication
✓ Technical Skills
✓ Written Communication

Recommended Preparation: English speaking and comprehension level equivalent to FSI 3/3 rating is recommended.

Audience: Department of State Foreign Service Nationals at the FSN-06/07 level. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/20

Writing Skills I – Grammar Fundamentals

Course Code PK325

Converting your thoughts to written words can be a challenge. If you have to ask yourself "Should I use a comma or a semi-colon?" or "Should it be 'its' or 'it's'?" this course will help you refresh those written English skills. This Basic English grammar course provides practical, interesting applications that will help you use accurate, clear and concise writing techniques. It includes a review of writing mechanics: grammar, punctuation, capitalization and other writing skills and is a prerequisite for *PK326 Writing Skills II - Intermediate Business Writing*, page 39.

Course Objectives:
- Use English sentence structure, parts of speech, phrases and clauses, and punctuation correctly.
- Assess current level of grammatical proficiency and identify areas for improvement.
- Use resources such as the course textbook, dictionaries and the U.S. Government Printing Office Style Manual.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Written Communication

FS Precepts Addressed:
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/16

Writing Skills II – Intermediate Business Writing

Course Code PK326

This course focuses on writing clear, concise paragraphs that you can use to develop letters, memos and e-mails. Students practice writing correspondence that is focused, interesting and provides the correct emphasis for the correspondence. Students also learn editing and proofreading techniques they can use to edit their writing and the writing of others. If you draft correspondence for your own or your supervisor's signature, this course will help improve your writing skills proficiency.

Course Objectives:
- Create the appropriate tone with positive language.
- Draft correspondence.
- Edit paragraphs to check clarity, content and tone.
- Organize content to achieve a logical progression of ideas and clear transitions.
- Recognize and locate errors quickly and accurately.
- Use proofreading symbols correctly.
- Use succinct language.
- Write paragraphs with precise topic sentences.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Written Communication

Prerequisite: *PK325 Writing Skills I – Grammar Fundamentals*, page 39; contact FSI's Office Management Training Division for a diagnostic exam; or DoS students **only** – complete the following FasTrac Distance Learning courses:

- *COMM20A01 Business Grammar: Parts of Speech*
- *COMM20A02 Business Grammar: Working with Words*
- *COMM20A03 Business Grammar: The Mechanics of Writing*
- *COMM20A04 Business Grammar: Punctuation*
- *COMM20A05 Business Grammar: Sentence Construction*
- *COMM20A06 Business Grammar: Common Usage Errors.*

If not enrolled in FasTrac, visit http://fsi.state.gov/fastrac to request logon (see page 80 for information).

Non-DoS students – must attend the instructor-led *PK325* training or take the diagnostic exam.

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/16

Writing Skills III – Advanced Business Writing

Course Code PK327

Writing is a proactive process. Writing effectively requires an understanding of the reader and an ability to inspire the reader to read what you have written. Your writing skills will improve immediately when you implement standards that underlie quality writing. You may already be aware of these standards, but face challenges applying them consistently. In this course, you will apply an effective process and a tool to write quality documents.

Course Objectives:

- Develop advanced writing skills.
- Focus on the reader as a customer.
- Develop quality writing standards.
- Use an effective process and tools to write quality documents.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Operational Effectiveness
✓ Technical Skills
✓ Written Communication

Prerequisite: *PK326 Writing Skills II – Intermediate Business Writing*, page 39, or equivalent and proficiency in English mechanics.

Audience: Department of State direct-hire (FS, CS) employees at the FO-07/03 or GS-09/15 level. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

The School of Applied Information Technology provides high-quality computer and communication systems technology training for Information Resource Management employees of the Department of State, as well as representatives of other foreign affairs and national security agencies. Our students leave our courses better able to support our customers in an ever changing IT environment.

Computer and Communications Systems Technology Skills courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Basic Emergency and Evacuation Radio Skills

Course Code YW280

See Distance Learning, page 81.

Basic Telephone

Course Code YW142

This course begins with the basic principles of telephony and covers telephone circuits and sets, trunks, wire color codes, building wiring and record keeping. It concludes with programming and administration, wiring, maintenance, expansion and troubleshooting of the Norstar Plus MICS and BCM telephone systems. *Basic Telephone* is a prerequisite for all other telephone courses.

Course Objectives:
- Identify key systems.
- Install, move and remove a phone.
- Troubleshoot phone problems.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW141 Introduction to Telephone Security*, page 85. Prerequisite is not required for LE Staff.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS, FSN) employees who are operational and non-telephone technical personnel who are expected to perform minor maintenance, installation, configuration management and troubleshooting procedures on overseas telephone and key systems. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Certified Information System Security Professional Review Seminar

Course Code YW762

This seminar prepares individuals for the CISSP certification exam. CISSP certification is designed to recognize mastery of an international standard for information security and understanding a Common Body of Knowledge. Ten CISSP information systems security test domains are covered in the examination pertaining to the following Common Body of Knowledge: (1) Information Security and Risk Management, (2) Access Control, (3) Security Architecture and Design, (4) Physical (environmental) Security, (5) Telecommunications and Network Security, (6) Cryptography, (7) Business Continuity and Disaster Recovery, (8) Legal, Regulations, Compliance and Investigations, (9) Application Security, and (10) Operations Security.

Course Objectives:
- Prepare for the CISSP exam.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: For DoS students **only**, request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and start reading the materials under *YW261 Security+* and *YW762 CISSP*. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Must meet (ISC)^2's experience requirements.

Exam Requirement: (ISC)^2 requires candidates that sit for the exam to have at least five years of full time experience in at least two of the ten domains listed above. Candidates with a four year college degree or other security certifications can waive up to one year of experience requirements. Candidates must also agree to abide by the (ISC)^2 code of ethics.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and other DoS direct-hire employees who are serving in positions with significant IT security responsibilities. Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis (i.e., when an employee is under an approved Performance Improvement Plan). To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 7/12

Citrix MetaFrame Presentation Server Administration

Course Code YW278

This course covers installation and administration of MetaFrame Presentation Server: Enterprise Edition and its components, including the Web Interface, the Secure Gateway, Resource Manager, Installation Manager, Load Manager, and Network Manager. Learners receive an overview of the three Management Console for MetaFrame Presentation Server to configure server farm and individual server settings, the management console for MetaFrame Access Suite to manage multiple farms, and the License Management Console to manager licenses. In addition, this course provides training for managing, implementing and deploying the MetaFrame Presentation Server clients. The first part of this hands-on training focuses on planning, implementation, management and support of Citrix MetaFrame Presentation Server, all of which are requirements for the certification exam. The latter portion of the class provides hands-on training for administering Citrix MetaFrame

Presentation Server in the U.S. Department of State-specific ThinClient network environment.

Course Objectives:
- Install and administer Presentation Server and its components.
- Configure server farm and individual server settings.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Recommended Preparation: For DoS students **only**, request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and read e-books that are assigned to this course. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Experience with MS Server 2003 and/or 2008, intermediate understanding of network operating systems, Active Directory and TCP/IP concepts.

Exam Requirements: Successful completion of this course requires the student to achieve a passing score on the Citrix MetaFrame Presentation Server: Enterprise Edition Administration exam. The exam will be given at the SAIT Prometric Test Center.

Audience: Department of State Foreign Service Information Management Specialists and Information Management Technical Specialists who are serving as ThinClient or ClassNet systems administrators. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis–for instance, when an employee is under an approved Performance Improvement Plan. For consideration, call SAIT Dean's office at 703-302-6957. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Eight days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Classified Equipment Lifecycle Management

Course Code YW320

Training program provides students an insight to Classified Equipment Lifecycle Management (CELM) with specific emphasis on the destruction of obsolete TEMPEST equipment. Additional topics include the fundamentals of TEMPEST equipment critical features, and the process for classified equipment lifecycle management. The main topics include: TEMPEST basic concepts and critical features, supply chain management for TEMPEST equipment, available resources and points of contact.

Course Objectives:
- De-certify TEMPEST equipment at Post (following TSS criteria).
- Destroy TEMPEST equipment at Post (following CTTA criteria).
- Dispose of TEMPEST equipment locally (following LWS criteria) according to local guidelines.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Professional Expertise
✓ Technical Skills

Clearance: TOP SECRET.

Audience: The training program is aimed at cleared American DoS/IRM personnel who perform routine maintenance and repair on TEMPEST equipment at Posts worldwide, and individuals wishing to expand and improve their technical skills.

Commercial Terminal Satellite Operations

Course Code YW291

Commercial Terminal Satellite Operations provides an understanding of the CT-7/9 Satellite Communication Terminal deployed at select embassies and consulates worldwide as part of the Diplomatic Telecommunications Service network. This course describes the operations and basic diagnostics of each subsystem included with a CT 7/9 terminals. Signal flow, troubleshooting techniques, use of the test equipment and system restore are emphasized throughout the course.

Course Objectives:
- Identify the CT-7/9 Satellite Communication Terminal.
- Identify signal flow and troubleshooting techniques.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS) operations employees who are expected to maintain the operational readiness of DTS satellite communications equipment. To enroll, first contact the Warrenton Training Center at 540-349-3576; then DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 1/2

COMSEC and CRYPTO

Course Code YW226

This training is for COMSEC Custodians and Alternate Custodians who are entrusted to protect information pertaining to our nation's security. It includes a basic overview of Communications Security, proper handling, accounting and destruction of COMSEC material using the CARDS system. Emergency Destruction procedures, audits and the proper operation of various types of cryptographic equipment are also covered. Cryptographic

access for use clearance is granted upon completion of the course pending approval from IRM/OPS/ITI/SI/CSB.

Course Objectives:
- Identify communications security, proper handling, accounting and destruction of COMSEC material.
- Identify emergency destruction procedures.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Audience: Department of State direct-hire (FS, CS) employees who are non-IRM and/or veteran IRM Personnel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/13

Current Installation Practices

Course Code YW203

This training provides instruction in all aspects of electrical and physical installation procedures in accordance with field station installation criteria and Diplomatic Telecommunications Service installation standards. The employee learns grounding systems, use of electrical conduit, power distribution, signal isolation, breaker panels and shielded enclosure doors. The course includes 80-hours of classroom theory followed by 80-hours of lab exercises in which class participants install a typical field station communications center (power and communications equipment) in accordance with OCHB-F 50.30.2 and DTS Installation Standards-1A guidelines.

Course Objectives:
- Identify electrical and physical installation procedures.
- Identify grounding systems, use of electrical conduit, power distribution, signal isolation, breaker panels and shielded enclosure doors.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: TOP SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State Foreign Service employees who have installation, construction, inspection or other operational, technical or oversight responsibilities in connection with the Information Program Unit at overseas locations. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five weeks; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Data Networks, Introduction to

Course Code YW600

See Distance Learning, page 81.

Digital Satellite Terminal Operations

Course Code YW292

Digital Satellite Terminal Operations provides an understanding of the DST deployed at select embassies and consulates worldwide as part of the Diplomatic Telecommunications Service Network. This course describes the operations and basic diagnostics of each subsystem included with a DST. Signal Flow, troubleshooting techniques, use of the test equipment and system restore are emphasized throughout the course.

Course Objectives:
- Identify satellite communications terminals.
- Operate and diagnose each subsystem.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the written exam.

Audience: Department of State direct-hire Foreign Service operations employees who are expected to maintain the operational readiness of DST satellite communications equipment. To enroll, first contact the Warrenton Training Center at 540-349-3576; then apply online or through HR/CDA (see page 1).

Schedule: Five days; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 1/2

DS Radio Course

Course Code YW266

The goal of this training program is to familiarize Diplomatic Security Agents with the operation of Emergency and Evacuation VHF/UHF/HF wireless system and Repeater deployed overseas. The equipment covered in the classroom is the equipment used within and around the local range of the embassy as well as the Department of State's StateNET High Frequency radio network. Students also learn the operation and deployment of various satellite communications.

Course Objectives:
- Operate the Emergency and Evacuation VHF/UHF/HF wireless system and repeaters deployed overseas.
- Department of State's policy for StateNET high frequency radio network.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving

✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to pass mastery/non-mastery labs during the course curriculum.

Audience: Department of State Foreign Service Diplomatic Security RSOs and Mobile Security Deployment employees who require instruction in the use, operation and maintenance of the Department's standard wireless system. To enroll, apply online or contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

DS Radio Workshop

Course Code YW269

The goal of this workshop is to rapidly familiarize Diplomatic Security Agents with the operation of Emergency and Evacuation VHF/UHF/HF wireless systems and Repeaters deployed overseas. The equipment covered in the classroom is the equipment used within and around the local range of the embassy as well as the Department of State's StateNet High Frequency radio network. Students also learn the operation and deployment of various satellite communications. The first day concentrates on VHF/UHF (Local E&E) operations and the second day covers HF (Regional E&E) Operations. A scaled down version of the DS Radio Course, this workshop offers limited hands-on operation.

Course Objectives:
- Operate the Emergency and Evacuation VHF/UHF/HF wireless system and repeaters deployed overseas.
- Department of State's policy for StateNET high frequency radio network.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to pass mastery/non-mastery performance labs during the course curriculum.

Audience: Department of State Foreign Service Diplomatic Security employees who require familiarization in the use, operation and maintenance of the Department's standard wireless system. To enroll, contact HR/CDA.

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Diplomatic Telecommunications Service Satellite Communications, Introduction to

Course Code YW435
Classroom/Internet

Introduction to DTS Satellite Communications provides a basic understanding of satellite communications in the Diplomatic Telecommunications Service Network. This course will cover radio wave theory, satellite communications history, theory and application in the DTS Network. The course will also include decibel, power, frequency theory, system testing and an overview of all current WTC procured SATCOM systems.

Course Objectives:
- Identify radio wave theory, satellite communications history, theory and application in the DTS Network.
- Identify decibel, power, frequency theory, system testing and an overview of all current WTC procured SATCOM systems.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final written exam.

Clearance: SECRET.

Online Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS, CS) engineering, operations and telecommunications employees who require an understanding of basic SATCOM theory. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have two weeks to complete this 40-hour course.

Minimum/Maximum: 2/8

FAST Backup–Communications for Non-IRM Personnel

Course Code YW231

Introduces non-IRM personnel to the duties within an Information Program Center. A strong emphasis is placed on communications duties for processing telegraphic traffic. General exposure is given to processing Diplomatic Pouch.

Course Objectives:
- Identify IPC duties and responsibilities.
- Process diplomatic pouch.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise

✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS) non-IRM employees who act as the backup Information Management Specialist at post. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

FASTNet Core Operations and Maintenance

Course Code YW303
Classroom/Internet

The *Foreign Affairs CUI Transport Network Core Operations and Maintenance* course provides the student with an understanding of the legacy, current and emerging technologies utilized in the Diplomatic Telecommunications Services network. This course describes the functional, operational and configuration essentials of the components and processes utilized in the Core/Regional Relay Facilities. FASTNet Post (embassy/consulate) systems and associated components will be briefly discussed. Connectivity between Core and Post systems will be demonstrated. Topics in this course include Core level Juniper routers, Juniper encryption devices, Juniper (TDMoIP) multiplexers, Cisco (VoIP) routers, Cisco switches, IBM/ACS AlterPath management servers and Zyfer GPS equipment as well as other ancillary devices deployed as part of the DTS FASTNet Core environment. Signal flow and troubleshooting techniques are emphasized throughout this course.

Course Objectives:
- Identify Juniper routers.
- Identify Cisco routers and switches.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Prerequisite: *YW302 FASTNet Post Operation and Maintenance*, page 45.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Online Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State Foreign Service operations employees who are expected to maintain the operational readiness of DTS telecommunication equipment, facilities and circuitry at the Core/RRF level. To enroll, apply online or contact HR/CDA (see page 1).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have 21 days to complete this 40-hour course.

Minimum/Maximum: 2/6

FASTNet Post Operation and Maintenance

Course Code YW302
Classroom/Internet

This course provides an operational and functional foundation for understanding components and processes utilized in the DTS new architecture network. The student will be introduced to situational and operational procedures for, but not limited to Post level Juniper routers, Cisco routers (Voice over IP), Netscreen Encryption/Firewall devices, Post level Juniper TDM over IP devices (CTP – Circuit to packet and CommSync II (Network Time/Clocking)).

Course Objectives:
- Use the DTS new architecture network.
- Operate Juniper routers, Cisco routers, Netscreen Encryption/Firewall devices, Post level Juniper TDM over IP devices (CTP – Circuit to packet and CommSync II (Network Time/Clocking).

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final written exam.

Online Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS, CS) employees directly involved with basic day-to-day handling of the Diplomatic Telecommunications Service network. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have 21 days to complete this 40-hour course.

Minimum/Maximum: 2/8

FASTNet Post Troubleshooting

Course Code YW306

The *FASTNet Post Troubleshooting* course targets government employees and contractor personnel directly involved with up to Tier I O&M of the Diplomatic Telecommunications Service network. This course provides the student opportunities to apply and expand on the knowledge and skills gained from the *YW302 FASTNet Post Operations and Maintenance,* page 45, by providing additional operational, configuration and troubleshooting essentials to be utilized by an embassy/consulate post communicator and/or technician. Each participant will be introduced to situational and operational system faults and procedures where the student must identify the induced faults, recommend corrective action and repair when their abilities and software access

allow. Classroom labs will be performed and information documented for use with end-of-week graded troubleshooting. Curriculum theory and system faults will be catered to the following FASTNet components: Juniper M & J Series routers, Cisco Switches and Voice Gateway Routers, Juniper IPSec encryption devices, Juniper CTP devices, Transition Network Optic Media Convertors and management servers.

Course Objectives:
- Post Troubleshoot.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW302 FASTNet Post Operation and Maintenance*, page 45.

Exam Requirement: Students must complete all in-class requirements to complete the course successfully.

Audience: Department of State post communicators, and designated Tier 1 technical personnel who are expected to maintain the operational readiness of DTS telecommunication equipment, facilities, and circuitry. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

FASTNet Provisioning Bootcamp

Course Code YW305

FASTNet is a uniquely designed IP-based network used to carry customer traffic from posts to their headquarters. This course is intended to provide students with practical knowledge of the configuration of FASTNet. Through extensive laboratory and written exercises, students will understand the fundamentals and operational functionality of FASTNet. Students ultimately are responsible for engineering a simulated functional FASTNet site within their classroom environment. It is highly recommended that students attending *FASTNet Provisioning Bootcamp* have a strong working knowledge of basic IP fundamentals as well as familiarity with industry standard routing and switching concepts.

Course Objectives:
- Explain and discuss the FASTNet architecture and how individual components link together to form the complete system.
- Demonstrate a working knowledge of the protocols and technologies that comprise the FASTNet architecture.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technology Management

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET.

Prerequisite: *YW302 FASTNet Post Operation and Maintenance* or *YW303 FASTNet Core Operations and Maintenance,* page 45.

Audience: Department of State direct-hire (FS, CS) employees who provide technical support to the DTS network. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Federal Information Risk Assessment

Course Code YW610

This course will cover National Institute of Standards and Technology standards and guidelines for implementing Risk Management process for Federal Automated Information Systems. It will also prepare the student for passing the $(ISC)^2$ CAP exam. There will be approximately 33% presentation and 67% participation. The students will walk through the entire Risk Management process from a system security perspective.

The class will prepare the student for the subject matter (800-37 Rev1) as found on the current CAP exam from ISC^2/ In addition the class covers the existing 800-37 process that is currently used by the Department of State.

Course Objectives:
- Categorization, A Review of FIPS 199 and NIST SP 800-60.
- Risk Management, A Review of NIST SP 800-30.
- Control Selection, A Review of NIST SP 800-53 and FIPS 200.
  - Documentation
    - System Security Plans, A Review of NIST SP 800-18.
    - IT Contingency Plans, A Review of NIST SP 800-34.
    - Control Assessment, A Review of NIST SP 800-115Y and SP 800-53a.
    - Authorization, Continuous Monitoring and Status Reporting, A Review of OMB Guidance for Quarterly and Annual FISMA Reporting.
    - Introduction to Certification & Accreditation for Federal Automated Information Systems, Review of NIST SP-800-37 as well as 800-37 Rev1.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

ACE CREDIT Recommendation: This course has been recommended for academic credit by the American Council on Education Credit Recommendation Service. If you are interested in applying for ACE Credit Recommendation, you will be required to attain a [specific score] on the final exam. Please contact Dr. Louis Armijo at 703-392-3114 and/or ArmijoLA@state.gov for specific requirements. (See *Accreditation/Certification* for information, page 1.)

Recommendation: In the lower division baccalaureate/ associate degree category or upper division baccalaureate degree category, two semester hours in Computer Information Systems, Information Technology, or Information Systems Security.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS) employees who will serve as, or support the role of, Information System Owner, Authorizing Official, Certifying Agent, Risk Analyst, Information Systems Security Officer,

Senior Agency Information Security Officer or are, in any way, involved in the Federal Information Risk Management process. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/16

ILMS Diplomatic Pouch and Mail - Domestic Inbound Pouch Processor

Course Code YW461

See Distance Learning, page 83.

ILMS Diplomatic Pouch and Mail - Domestic Outbound Pouch Processor

Course Code YW460

See Distance Learning, page 83.

ILMS Diplomatic Pouch and Mail - Domestic Receipt Processor

Course Code YW466

See Distance Learning, page 84.

ILMS Diplomatic Pouch and Mail - Domestic Shipment Processor

Course Code YW465

See Distance Learning, page 84.

ILMS Diplomatic Pouch and Mail - Overseas Class Vault User

Course Code YW464

See Distance Learning, page 84.

ILMS Diplomatic Pouch and Mail - Overseas Mailroom User

Course Code YW462

See Distance Learning, page 84.

Implementing MS SharePoint Server

Course Code YW588

This course is for information technology employees that plan on installing and implementing SharePoint Server. The fundamentals of SharePoint Server, including how to plan for a SharePoint implementation, how to install SharePoint Services, administration essentials, working with and customizing the Search Engine, and working with WebParts will be covered. In addition, the course will include Department of State specific content including, governance, guidance, requirements, and recommendations for an installation of SharePoint within the Department of State.

Course Objectives:
- Plan, design and perform a Microsoft Office SharePoint implementation.
- Learn how to correctly deploy SharePoint using Department of State guidelines.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) Information Technology employees. Other agency employees who meet the above-stated requirements may enroll on a reimbursable basis.To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/12

Information Resource Management Tradecraft

Course Code YW387

This course addresses the need to prepare mid-level IRM employees at the FS-4/FS-3 or GS-12/GS-13 level for assignments in supervisory positions both domestically and abroad. It teaches requisite basic management skills, tailored to the IRM work environment. Instructor-led lectures are reinforced with a series of hands-on lab exercises analyzing real-life scenarios and possible solutions. IRM strategic planning, vision and goal alignment are stressed. Personnel issues such as supervising locally employed staff and Information Management Specialist personnel, writing position descriptions and employee evaluations are covered. Separate lessons cover information assurance, contingency planning, crisis management, and keys to supporting public diplomacy overseas. Through seminars, work group discussion and simulated IRM supervisor experiences, students will gain an overview of what an IRM supervisor does, how it should best be accomplished and how to interact with both management and the users of communications and computer services. The course will also provide an overview of budgeting, finance, International Cooperative Administrative Support Services and procurement procedures. The culmination of the training will be a presentation by each student in the class on an applicable IT related topic.

Course Objectives:
- Identify basic management skills needed by IMO's today.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Recommended Preparation: Complete the following FasTrac Leadership and Management series:
- Leading from the Front (seven courses)
- Leading the Workforce Generation (seven courses)
- Moving into a Management Role (six courses)

If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Student must be assigned to or filling an IRM leadership position.

Audience: Department of State direct-hire (FS, CS) Information Management mid-level employees at the FS-04/03; GS-12/13. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Three weeks, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/24

Introduction to IRM for New Employees

Course Code PS380

This orientation course provides specific knowledge and skills necessary for Information Management Specialists and Information Management Technical Specialists to understand the structure, function and relationship of the Information Resource Management organization to the elements of the Department of State in its domestic and overseas locations. This orientation also provides specific knowledge and skills necessary to enable Information Management Specialists and Information Management Technical Specialists to develop and pursue career goals and objectives.

Course Objectives:
- Understand the Department's organizational structure and where the IRM Bureau falls within that structure.
- Understand the specific function of the Bureau of IRM as a whole within the Department of State.
- Understand the relationship between IRM Bureau, the Regional Bureaus and the RIMCs.
- Understand the structure of the IRM Bureau and how each office within the IRM Bureau relates to each other.
- State the duties of the IMO, ISO, IPO, IMS, ISSO and IMA positions at post.
- Understand the relationship between each post and its home bureau.
- Understand the relationship between IRM's Strategic and Tactical Plans.
- Discuss the Foreign Service Evaluation System for IRM personnel.

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Performance Management and Evaluation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Audience: Department of State new-hire Information Management Specialists and Information Management Technical Specialists. To enroll, apply through HR/CDA.

Minimum/Maximum: 8/11

IRM Tradecraft for the Information Technology Manager

Course Code YW319

The IRM Management for the senior-level course is tailored to senior IRM leaders at the FS-2/FS-01 or GS-14/GS-15 level and above. Students will participate in formal classroom lectures as well as research projects, writing assignments and an exercise in presentation skills. The course will provide an opportunity for a two-way dialogue between senior IRM staff and the students through scheduled briefings on IRM programs and policies. The course will also prepare students to assume a higher level of management and leadership responsibility at post and is recommended for any IRM employee who will be assuming the duties of the Acting Management Officer at an overseas post.

Course Objectives:
- Prepare IRM Senior Managers to assume the Acting Management Officer role overseas.
- Understand the resource decision-making process in Washington.
- Use teams effectively.
- Produce a "White Paper" on a management issue specific to the students' workplace.
- Develop the skills to deliver a professional briefing.
- Interact with Senior IRM leadership and provide input regarding current IRM programs and policies.
- Understand the role of the Acting Management Officer and the specific responsibilities therein.
- Learn performance management techniques for LE Staff, EFM's and American direct-hires at the senior level.
- Review the conduct and performance standards expected of a senior-level manager.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Managerial Skills
✓ Professional Expertise

Clearance: SECRET.

Recommended Preparation: *YW387 IRM Tradecraft*, page 47.

Audience: Department of State direct-hire (FS, CS) IRM leaders at the FS-02/01; GS-14/15 level and above. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; Shultz Center, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/16

IT Business Case Part I

Course Code YW420

This comprehensive workshop focuses on the project activities associated with the development and periodic updating of and IT Project's Information Technology Business Case, an in-depth review of Enterprise Architecture, and the development of planning information that will facilitate the control and monitoring of IT projects during project implementation.

Course Objectives:
- Build comprehensive and persuasive business case justifications.
- Develop Performance Measurement Baselines that will promote accountability.
- Greater understanding of Enterprise Architecture.
- Create project plans that will increase the probability that projects will deliver on-time/on-budget/on-target products and services.
- Ensure compliance with regulatory and statutory requirements.
- Incorporate best practices into project planning and initiating activities.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Technical Skills

Recommended Preparation: Familiarization with eGovPMO's IT Capital Planning Web site resources at http://egovpmo.irm.state.gov/pl/capplan.html.

Prerequisite: Students must be working on an Electronic Capital Planning Investment Control IT investment or plan to work on a plan.

Audience: Department of State direct-hire (FS, CS, LE Staff) IT Project Managers. Other

agency employees who meet the above-stated requirements may attend on a reimbursable basis. Please contact the course manager at 202-634-0444 for more information. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; Main State.

Minimum/Maximum: 40/70

IT Business Case Part II

Course Code YW421

This comprehensive workshop focuses on the project activities associated with the development and periodic updating of and IT Project's Information Technology Business Case, an in-depth review of Earned Value Management, and the development of planning information that will facilitate the control and monitoring of IT projects during project implementation.

Course Objectives:
- Build comprehensive and persuasive business case justifications.
- Develop Performance Measurement Baselines that will promote accountability.
- Greater understanding of Earned Value Management.
- Create project plans that will increase the probability that projects will deliver on-time/on-budget/on-target products and services.
- Ensure compliance with regulatory and statutory requirements.
- Incorporate best practices into project planning and initiating activities.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Technical Skills

Recommended Preparation: Familiarization with eGovPMO's IT Capital Planning Web site resources at http://egovpmo.irm.state.gov/pl/capplan.html.

Prerequisite: *YW420 IT Business Case Part 1*, page 48. Students must be working on an Electronic Capital Planning Investment Control IT investment or plan to work on a plan.

Audience: Department of State direct-hire (FS, CS, LE Staff) IT Project Managers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Please contact the course manager at 202-634-0444 for more information. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; Main State.

Minimum/Maximum: 40/70

IT Contingency Planning

Course Code YW463

See Distance Learning, page 85.

IT Disaster Recovery and Contingency Planning

Course Code YW263

This course provides students with the knowledge and skills necessary to recover from a catastrophic server failure by using FilesX and UltraBac software. The focus of this course is on the recovery of GITM baseline computer systems running at Information Systems Centers overseas. Students are introduced to IT disaster recovery planning, business impact analysis, and recovery strategies within an organization. They are given specific State Department guidelines on Contingency and Disaster Recovery Planning. The students will be assigned to an embassy and will be tasked to:

- Install and Configure FilesX Backup software Server which includes;
  - o Xpress Restore Server, Xpress Restore Client, Xpress Manager, Xpress Mount, Xpress Shell as well as Xchange restore.
- Re-establish DoS e-mail after a disaster.
- They will learn the practical steps required to rebuild an Exchange 2003 server and restore department e-mail using DS Security Guidelines.
- They will learn how to recover .PST files as well as a singe e-mail.
- They will learn how to install, configure and recover data on the file and print server.
- They will install and configure UltraBac 8.2 backup software to implement an offsite copy of the most recent set of snapshots.

Course Objectives:
- Define disaster recovery planning.
- Identify business continuity practices.
- Understand State Department Network Infrastructure.
- Install and configure FilesX and UltraBac.
- Learn to recover files, volumes and e-mail.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and read e-books that are assigned to this course. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Experience with MS Server 2003/2008, intermediate understanding of MS Exchange network operating systems, Active Directory and TCP/IP concepts.

Exam Requirement: Students must pass the SAIT practical exam in order to successfully complete the course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are Information Management Specialists, Information Management Technical Specialists or LAN/WAN administrators. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

LAN/WAN Administration in the Department of State Environment

Course Code YW262

This course simulates the unclassified (OpenNet) LAN/WAN environment at overseas posts. It is designed to familiarize the student with the roles, scope and functions of post administrators in the execution of their duties. The course consists of hands-on lab exercises that provide a Department of State-centric approach to the most common tasks performed and technical issues encountered at post. It also provides students with an opportunity to interact with the people who provide technical support to them.

Common tasks include server and workstation deployment; user, group and computer

account management; exchange, file and print, and application server administration; backup and recovery procedures using FilesX; safeguarding post computers through the implementation of the Department's patch management, anti-virus, and PKI-BLADE programs; systems monitoring using iPost; and the administration of Web.PASS applications.

This course reinforces systems concepts learned and shows how they applied in the State Department environment at post using a 'Best practices' model.

Course Objectives:
- Identify Department of State and "Best practices" policies.
- Implement best practices identified.
- Troubleshoot common IT problems that occur at post.
- Interact with IRM's support personnel to identify current issues and possible resolutions to those issues at post, and to give feedback on the support received in the field.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: For DoS students **only**, request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and read e-books that are assigned to this course. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Successful completion of either *YW427 Microsoft Windows Server 2008*, page 52 or the Microsoft exam 070-290.

Exam Requirement: Successful completion of this course requires the student to solve troubleshooting scenarios in an in-house performance based exam.

Audience: Department of State FS Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff serving as systems administrators. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/8

Local Emergency and Evacuation Network–VHF/UHF

Course Code YW268

This course will train the Department's Information Resources Management operational and maintenance personnel in the operation, programming, installation and maintenance of VHF/UHF and Repeater deployed wireless systems overseas. The equipment covered in the classroom is the equipment used within and around the local range of the embassy. Students also learn the operation and deployment of various satellite communications.

Course Objectives:
- Operate, program, install and maintain VHF/UHF and Repeater deployed wireless systems overseas.
- Operate and deploy various satellite communications.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Exam Requirement: Successful completion of this course requires achieving a passing score on the final exam.

Audience: Department of State direct-hire (FS, LE Staff) Information Management Specialists and Information Management Technical Specialists. To enroll, apply online or FS may contact HR/CDA (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Meridian 61C/11C, Avaya (Nortel)

Course Code YW497

Through lectures and hands-on exercises, this course covers the terminology, configuration and programming of Northern Telecom Option 11C, 51C, 61C and 81C telephone systems. Students will identify the modules used in a typical system such as add, move, copy and delete single line sets, multi-line sets and trunks; and print various types of lists and reports. Students will install several trunks including Central Office, DID, Private, E&M and TIE. They will study the telephone features, such as call forwarding, which are a prerequisite to understanding the Meridian. They will be introduced to Basic Alternate Route Selection used with dial "9" trunks. They will also become familiar with the various maintenance and diagnostic routines used by the system. Practice will include the use Optivity and Terminal Emulation. Students will be introduced to CallBill Call Accounting Software.

Course Objectives:
- Add, move, copy and delete single line sets, multi-line sets and trunks, and print various types of lists and reports.
- Setup various telephone features.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW142 Basic Telephone*, page 41 or referral from IMS/IMTS based on skill level.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS, LE Staff) operational and technical employees who are required to maintain the operational and technical readiness of Nortel Meridian telephone systems and are expected to perform maintenance, installation, configuration and troubleshooting procedures. This course is "post-specific." To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Meridian Voice Mail

Course Code YW499

This course covers Voice Mail and Automated Attendant including the creation of Mailboxes, Announcements and Basic Automated Attendant, Time-of-Day controllers and menus, used at most overseas posts, to direct callers and provide information. Students will analyze different telephone answering requirements and propose solutions. They will also study how restriction permission lists governThruDial for local and toll calls. Exercises will include the creating of numerous mailboxes and announcements, while progressing through the creation of Automated Attendant trees.

Course Objectives:
- Create mailboxes, announcements and menus.
- Analyze customer telephone answering requirements and propose solutions.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW142 Basic Telephone,* page 41, and *YW497 Meridian 61C/11C, Avaya (Nortel),* page 50.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State Foreign Service operational and technical employees who are required to maintain the operational and technical readiness of Nortel Meridian telephone systems and are expected to perform maintenance, installation, configuration and troubleshooting procedures. This course is "post-specific." To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Microsoft Active Directory 2008

Course Code YW428

This course covers the core skills required by personnel responsible for maintaining the integrity of Active Directory within the Windows 2008 server environment. Training provides students with the knowledge and skills to configure Active Directory Domain Services in a distributed environment, implement Group Policies, perform backup and restore, and monitor and troubleshoot Active Directory related issues.

Course Objectives:
- Plan, implement and maintain a Windows Server 2008 Active Directory infrastructure.
- Active Directory Components and Concepts.
- Install Active Directory Domain Services.
- Extend IDA with Active Directory Services.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: If not enrolled in the FasTrac library, visit http://fsi.state.gov/fastrac. Upon receipt of your FasTrac logon (or for individuals with existing FasTrac access), contact the FSI Distance Learning Coordinator at FSIRegistrar@state.gov to request access to Skillsoft Books 24x7, a supplemental virtual library and start reading the materials on the Corporate Bookshelf for this course.

Prerequisite: *YW427 Microsoft Windows Server 2008*, page 52, or the associated Microsoft exam.

Exam Requirement: To complete the course successfully, the student must pass an internal examination.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff who will administer a LAN. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Note: Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis–for instance, when an employee is under an approved Performance Improvement Plan.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Microsoft Exchange Server 2010

Course Code YW429

This course provides experienced administrators with the knowledge and skills needed to administer Exchange 2010 in a global environment. This will include heavy emphasis on managing recipients, public folders and address lists, optimization, troubleshooting, security, backup and restore. Training offers a significant amount of hands-on practices, discussions and assessments that assist students in becoming proficient in the skills necessary to update and support Exchange Server 2010. Upon completion of this course, students will be able to install, configure, administer, secure and troubleshoot an Exchange 2010 site.

Course Objectives:
- Install and deploy Exchange Server 2010.
- Configure the client access server role.
- Manage message transport.
- Plan and configure messaging policy and compliance.
- Configure Exchange Server permissions and security for internal and external access.
- Monitor and maintain the messaging system.
- Transition an Exchange Server 2003 or Exchange Server 2007 organization to Exchange Server 2010.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: If not enrolled in the FasTrac library, visit http://fsi.state.gov/

fastrac. Upon receipt of your FasTrac logon (or for individuals with existing FasTrac access), contact the FSI Distance Learning Coordinator at FSIRegistrar@state.gov to request access to Skillsoft Books 24x7, a supplemental virtual library and start reading the materials on the Corporate Bookshelf for this course.

Prerequisite: Successful completion of *YW457 Advanced Windows Server 2008*, or *YW427 Microsoft Windows Server 2008*, page 52 and *YW428 Microsoft Active Directory 2008*, page 51, or the associated Microsoft exam.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the appropriate Microsoft exam. The exam will be given at one of the SAIT Prometric Test Centers located at the Shultz Center or one of the regional centers.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff LAN administrators. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Note: Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis–for instance, when an employee is under an approved Performance Improvement Plan.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Microsoft Windows Server 2008

Course Code YW427

This course covers the core skills required by personnel responsible for the operation and maintenance of Windows 2008 servers. Training combines elements of Microsoft Official Curriculum from the Network Infrastructure Technology Specialist, Active Directory Technology Specialist, and the IT Professional Server Administrator courses. This provides students with the knowledge and skills that are required to manage accounts and resources, monitor server performance, and safeguard data in the Microsoft Windows 2008 environment.

Course Objectives:
- Describe the different administrative tools and tasks in Windows Server 2008.
- Configure AD user and computer accounts.
- Create Groups and Organizational Units.
- Manage access to shared resources in an AD environment.
- Configure Active Directory Objects and Trusts.
- Create and configure Group Policy Objects.
- Configure user and computer environments by using Group Policy.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: If not enrolled in the FasTrac library, visit http://fsi.state.gov/fastrac. Upon receipt of your FasTrac logon (or for individuals with existing FasTrac access), contact the FSI Distance Learning Coordinator at FSIRegistrar@state.gov to request access to Skillsoft Books 24x7, a supplemental virtual library and start reading the materials on the Corporate Bookshelf for this course.

Prerequisite: Experience with MS Server 2003 and/or 2008, intermediate understanding of network operating systems, Active Directory, and TCP/IP concepts.

Exam Requirement: Successful completion of this course requires the student to pass the appropriate Microsoft exam. The exam will be given at one of the SAIT Prometric Test Centers located at the Shultz Center or one of the regional centers.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff LAN administrators. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Note: Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis–for instance, when an employee is under an approved Performance Improvement Plan.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Nortel Business Communication Manager

Course Code YW297

This course trains personnel assigned to an embassy or post that has a Nortel Business Communication Manager system. The course will enable personnel to program the IP switch system, install and move telephones and connect and program trunk circuits. Instruction and practice is given in performing maintenance to the level of field replaceable units, analyzing the system's parameters and backing up the database.

Course Objectives:
- Program the PBX.
- Install and move single line phones.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW142 Basic Telephone*, page 41 or referral from an IMS/IMTS based on skill level.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on both a written and practical exam.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees in operational, non-telephone technical, and IMS and IMTS who are required to maintain the operational and technical readiness of a BCM system switch. This course is "post-specific." To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Nortel CallPilot

Course Code YW496

CallPilot Manager covers the installation and administration of mailboxes and automated attendants. Students create mailboxes, modify security, passwords and class of services. CallPilot's Application Builder is used to create menu trees based on embassy scenarios. Applications are built using a variety of services including Express Messaging, Announcements, Day and Time Controllers, Menus and Thru-Dialers. Students will also study how restriction permission lists govern Thru-Dial services for local and toll calls. Exercises will include creating several mailboxes and announcements, progressing through the creation of Automated Attendant trees.

Course Objectives:
- Create mailboxes and automated attendants.
- Modify security, passwords and class of services.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *YW142 Basic Telephone*, page 41, and *YW497 Meridian 61C/11C,* page 50.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on both the final exam and practical exercise.

Audience: Department of State direct-hire (FS, CS, LE Staff) Meridian qualified operation and technical employees who are expected to perform minor maintenance, installation, configuration management and troubleshooting procedures for CallPilot. Those that are using CallPilot with Business Communications Manager should enroll in *YW297 Nortel Business Communication Manager*, page 52. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Overseas Operations for Information Resource Management

Course Code YW119

Introduces new hire Information Management Specialists to the range of foreign operations and job responsibilities that make up the 2880 skill code. Includes embassy and consulate organizational structure. Emphasis is placed on procedures outlined in the relevant Foreign Affairs Handbooks, Diplomatic Pouch and Communications Security. Common collateral duties found in overseas Information Programs Centers are discussed.

Course Objectives:
- Identify IPC duties of responsibilities.
- Identify Diplomatic Pouch procedures.
- Identify communication security procedures.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State Foreign Service new-hire Information Resource Management employees only. To enroll apply through HR/CDA.

Non-IRM personnel should attend *YW231 FAST Backup–Communications for Non-IRM Personnel*, page 44.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Regional Emergency and Evacuation Network–HF

Course Code YW345

This course is an accelerated overview of the principles of Radio Frequency transmission and reception with an emphasis on operating High Frequency radios. Students learn through fast paced lectures; heavy personal study assignments; and supervised laboratory exercises on the Department of State's State-NET High Frequency radio network. The HF network provides long-range communications to support the mission's Emergency Action Plan, Emergency Action Committee and other classified missions as required.

Course Objectives:
- Operate HF radios.
- Maintain HF radios.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Audience: Department of State Foreign Service Information Resource Management employees. To enroll, contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Satellite Communication Terminals SC-3 and SC-7 Retrofit Operations and Maintenance

Course Code YW438

The SC-3/7R course targets government employees and contractor personnel directly involved with SC-3 and SC-7 Retrofitted satellite terminals used in the Diplomatic Telecommunications Service network. This course

describes the operations and basic diagnostics of each system included with the SC3R or SC7R terminal. Signal flow, troubleshooting techniques, use of test equipment and system restoration are emphasized throughout the course.

Course Objectives:
- Operate each subsystem of SC3/7R terminal.
- Maintain each subsystem of SC3/7R terminal.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Audience: Department of State direct-hire (FS, CS) post communicators and any designated satellite technical employees who are expected to maintain the operational readiness of DTS telecommunication equipment, facilities, and circuitry. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Minimum/Maximum: 2/3

SC-9 Satellite Terminal Operations

Course Code YW436

SC-9 Satellite Terminal Operations provides an understanding of the satellite communication terminal deployed at selected embassies and consulates worldwide as part of the Diplomatic Telecommunication Service network. This course describes the operations and basic diagnostics of each subsystem included with a SC-9 terminal. Signal flow, troubleshooting techniques, use of the Built-in Test Equipment and system restore are emphasized throughout the course.

Course Objectives:
- Operate each subsystem of SC-9 terminal.
- Maintain each subsystem of SC-9 terminal.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final written exam.

Audience: Department of State direct-hire (FS, CS) operations and telecommunications employees who are expected to maintain the operation readiness of DTS satellite communication equipment. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: One week; the Warrenton Training Center, 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

SC-9 Satellite Terminal Troubleshooting

Course Code YW437

The *SC-9 Satellite Troubleshooting* course targets government employees and contractor personnel directly involved with SC-9 Satellite terminals used by the Diplomatic Telecommunications Service network. This course provides the student opportunities to apply and expand on the knowledge and skills gained from the *YW436 SC-9 Satellite Terminal Operations* course, page 54, by providing an equipment review and troubleshooting techniques to be utilized by an embassy/consulate post communicator and/or technician. Main topics include: the Control, Monitor, Alarm and Test interfaces; component and equipment faults; Automatic Testing Equipment; and hands-on troubleshooting.

Course Objectives:
- Operate each subsystem of SC-9 terminal.
- Maintain each subsystem of SC-9 terminal.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Prerequisite: *YW436 SC-9 Satellite Terminal Operations*, page 54.

Exam Requirement: To complete the course successfully, the student must pass a hands-on exam.

Audience: Department of State direct-hire (FS, CS) post communicators and designated satellite technical personnel who are expected to maintain the operational readiness of DTS telecommunication equipment, facilities and circuitry. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

Security+

Course Code YW261

This foundation-level course covers a wide breadth of technical knowledge, including mitigating threats, cryptography, PKI, Vulnerability testing and business continuity. It addresses security in operating systems, networks, Internet browsers, messaging, wireless devices, remote access, physical and more.

Course Objectives:
- Access vulnerabilities and mitigate threats to network security.
- Identify cryptography concepts.
- Install, configure, and secure computing services and resources.
- Use virtualization to protect network security.
- Use auditing, logging, and monitoring techniques.
- Conduct security risks and vulnerability assessments.
- Establish organizational security.
- Create business continuity.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving

✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

ACE CREDIT Recommendation: This course has been recommended for academic credit by the American Council on Education Credit Recommendation Service. If you are interested in applying for ACE Credit Recommendation, you will be required to attain a [specific score] on the final exam. Please contact Dr. Louis Armijo at 703-392-3114 and/or ArmijoLA@state.gov for specific requirements. (See *Accreditation/Certification* for information, page 1.)

Recommendation: In the lower division baccalaureate/ associate degree category or upper division baccalaureate degree category, three semester hours in Computer Information Systems, Information Technology, or Computer Security.

Recommended Preparation: For DoS students **only**, request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and read e-books that are assigned to this course. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: It is recommended that CompTIA Security+ candidates have at least two years of technical networking experience, with an emphasis on security. The CompTIA A+ and Network+ certifications or equivalent experience are also highly recommended.

Exam Requirement: Successful completion of this course requires passing the designated industry standard certification exam, currently the CompTIA Security+ exam most recently updated in 2008 (SYO-201). The exam will be given at the SAIT Prometric Test Center at the Shultz Center, FRC Ft. Lauderdale and RIMC Frankfurt.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff who are serving as systems administrators. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Eight days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Simulated Operations

Course Code YW286

This course will introduce new-hire employees to a simulated environment that approximates an embassy communications center overseas. This course reviews all basic components of new-hire core training and equipment. The instructor introduces situations where the student will prioritize and make decisions. Student evaluations and assessments will be interjected throughout the course to evaluate skill strengths and weaknesses.

Clearance: CRYPTO.

Exam Requirement: Successful completion of this course requires the student must successfully complete the course activities.

Audience: Department of State new-hire Foreign Service Information Management Specialists only. Enrollment through HR/CDA.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 1/12

SMART System Administrator: Messaging Operations

Course Code YW533

This class is designed to prepare new-hire and veteran Information Management Specialists and Information Management Technical Specialists to perform all post-management functions in SMART. This is a hands-on course that requires full student participation to complete the course. Upon completion of the course, participants will have a working knowledge of: provisioning users; installing the SMART client on workstations; processing cables; and managing roles dissemination rules.

Course Objectives:
- Provision users and manage RBACs, roles and rules.
- Manage cable traffic, clear queues and troubleshoot dissemination.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student must successfully complete the course activities.

Audience: Department of State new-hire and veteran Information Management Specialists and Information Management Technical Specialists. To enroll, apply online or FS may contact HR/CDA (see page 2).

Schedule: One week; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/12

Supporting CA Systems and Applications

Course Code PS310

This course provides specific knowledge and skills necessary to administer and support Consular systems and applications. Students in this course will learn through hands-on exercises, lectures and small group work exercise.

Course Objectives:
- Overview of the Consular Section's role and responsibilities.
- Install CA proprietary applications and hardware components.
- Discuss and configure COTS software on consular servers and workstations.
- Identify components of Consular name-check and biometric systems.
- Troubleshooting common consular system issues.
- Preparing for consular machine failures.
- Identify resources available for configuring and troubleshooting Consular systems.
- Review procedure for routine Consular system maintenance.
- Current topics include SMART on CA machines, Thin Client, Oracle 11g, etc.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: For DoS students **only**, complete appropriate FasTrac courses. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: Students must be IT systems administrators or IT systems support staff with administrator access to the PC and or network resources.

Audience: Department of State FS Information Management Specialist, Information Management Technical Specialists and DoS LE Staff systems managers who support Consular systems and applications. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

If the course is held at a RIMC, the course request must be processed through the program manager. Contact SAIT at 703-302-7083 or e-mail SAITPS310Admin@state.gov.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Telephone Security, Introduction to

Course Code YW141

See Distance Learning, page 85.

Voice Over IP Fundamentals

Course Code YW298

This course focuses on the fundaments of Voice over IP and the State-specific implementation of Voice over IP. The first week lays the foundation for gaining hands-on skills and significant understanding of packet telephony by presenting the technologies that are common for Voice over IP environments. The second week focuses on how Voice over IP is implemented in the Department of State. The course also teaches students how to use the available tools to find the information needed to accomplish their everyday tasks.

Course Objectives:
- Identify Cisco VOIP fundamentals.
- Identify Dept of State VOIP fundamentals.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: Request FasTrac Books 24x7 through e-mail to FSIRegistrar@state.gov. When your account is activated, visit Skillsoft Books 24x7 Corporate Bookshelf and read e-books that are assigned to this course. If not enrolled in *FasTrac*, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *YW142 Basic Telephone*, page 41, and *YW497 Meridian 61C/11C, Avaya (Nortel)*, page 50.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam with the option to take Official Cisco Exam 642-432.

Audience: Department of State Foreign Service Information Management Specialists and Information Management Technical Specialists. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/6

Web.PASS System Administrator

Course Code YW425

This course provides instruction on the installation, configuration and administration of Web.PASS Explorer and associated applications. Web.PASS Explorer serves as the common interface, centralizes administration and controls security for an entire suite of applications. It enables the sharing of data and can reduce redundant information collection efforts. Additionally, the use of a standardized user interface improved the management of multiple applications that enable savings in system development and management, as well as time and expense devoted to training.

Course Objectives:
- Install Web.PASS Explorer and associated applications.
- Configure Web.PASS Explorer and associated applications.
- Administer Web.PASS Explorer and associated applications.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Basic knowledge of Internet Information Services and Sequel Server recommended.

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/intranet Browser Navigation). Experience in creating mailbox enabled user accounts in Active Directory.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have the responsibility of developing, configuring and managing Web.PASS Explorer and its associated applications. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Windows 7 Administration

Course Code YW426

This course is intended for systems administrators to expand their Windows 7 Client Operating System knowledge and technical skills. In this course, students learn how to install, upgrade and migrate to the Windows 7 client. Students then configure Windows 7 client for network connectivity, security, maintenance and mobile computing.

Course Objectives:
- Implement and administer the Windows 7 Client operating system.
- Acquire deep technical knowledge of Windows 7.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: For DoS students **only**, if not enrolled in the FasTrac library, visit http://fsi.state.gov/fastrac. Upon receipt of your FasTrac logon (or for individuals with existing FasTrac access), contact the FSI Distance Learning Coordinator at FSIRegistrar@state.gov to request access to Skillsoft Books 24x7, a supplemental virtual library and start reading the materials on the Corporate Bookshelf for this course.

Exam Requirement: To complete the course successfully, students must pass the appropriate Microsoft exam. The exam will be given at one of the SAIT Prometric Test Centers located at the Shultz Center or at the regional centers.

Audience: Department of State Foreign Service Information Management Specialists, Information Management Technical Specialists and DoS direct-hire LE Staff LAN administrators. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Note: Employees may not enroll in a class if they already hold the certification associated with the course. Certain exceptions to this policy may be granted by the SAIT Dean on a case-by-case basis–for instance, when an employee is under an approved Performance Improvement Plan.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

The School of Applied Information Technology offers specialized business application courses for all U.S. government employees, in particular Department of State Civil Service and Foreign Service employees. Our students leave our courses better able to use the Microsoft Office Suite, SharePoint Business User/Site Owner, SIPRNet, DoS based applications and more.

Business Applications courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Active Defense: An Executive's Guide to Information Assurance

Course Code PS830

See Distance Learning, page 139.

Adobe Connect - Managing Webinar Meeting Rooms

Course Code PS356

This course will develop skills in using Adobe Connect to deliver training via the Virtual Classroom in a Webinar Meeting Room. Training addresses license reservation and covers all proficiencies required for building a meeting room with more than one layout. Topics addressed includes inviting, admitting and establishing participants in the meeting room; delivering course content through the use of PowerPoint presentations; documents, and following-up a meeting session.

Course Objectives:
- Create meeting rooms.
- Send invitations and bring in participants.
- Manage meetings.
- Deliver content using PowerPoint presentations, the White board and desktop sharing.
- End a Webinar Meeting.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Developing Others
✓ Interpersonal Skills
✓ Oral communication
✓ Technology Management

FS Precepts Addressed:
✓ Developing Others
✓ Job Information
✓ Technical Skills

Prerequisite: Expert proficiency in PowerPoint, and proficiency in the use of Internet Explorer Versions 6 and beyond.

Recommended Preparation: Some experience is recommended with content management applications, such as Share Point.

Audience: Department of State direct-hire (FS, CS) employees who wish to broaden their understanding of the virtual classroom. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA. Non-DoS who meet the requirements above may enroll through a funded FS-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Cyber Security Awareness

Course Code PS800

See Distance learning, page 139.

MS Access 2007 – Level One

Course Code PS556

This is a beginner's course in Microsoft's database management application designed for those with little or no experience in Microsoft Access. The course provides a foundation for defining the elements of a database and their relational functions. Students will learn how to build, maintain and query a database; modify and establish relationships; and create and modify forms and reports.

Course Objectives:
- Build and maintain a database.
- Modify tables and establish relationships.
- Query a database.
- Customize input forms.
- Create custom reports.
- Integrate Access with other applications.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following Beginning MS Access 2007 FasTrac distance learning courses:
- *mobgaca01 Getting Started with Access 2007*
- *mobgaca02 Basic Access 2007 Tables*
- *mobgaca03 Basic Access 2007 Forms*
- *mobgaca04 Queries and Reports in Access 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS Access. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Access 2007 – Level Two

Course Code PS557

This course teaches intermediate database management skills for participants who have experience using Microsoft Access. Some topics include relational database components, lookup fields, parameters, action and crosstab queries, customizing forms and reports, and creating a database switchboard.

Course Objectives:
- Control data entry.
- Join tables.
- Create flexible queries.
- Improve forms.
- Customize reports.
- Share data across applications.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Actively work with Access for eight or more weeks and/or - DoS students **only** - complete the following Advanced Access 2007 FasTrac distance learning courses:
- *moadaxa01 Importing and Exporting Data and Data Presentation in Access 2007*
- *moadaxa02 Advanced Data Management in Access 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: At least 60 working days using MS Access; *PS556 MS Access 2007 - Level*

One, page 58 or - DoS students **only** -complete the following Beginning MS Access 2007 FasTrac distance learning courses:
- *mobgaca01 Getting Started with Access 2007*
- *mobgaca02 Basic Access 2007 Tables*
- *mobgaca03 Basic Access 2007 Forms*
- *mobgaca04 Queries and Reports in Access 2007*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students must take the instructor-led prerequisite course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees experienced in relational database management (e.g., Access). Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Access 2007 – Microsoft Office Specialist

Course Code PS558

This fast-paced and intensive Microsoft Office Specialist course is designed for participants who want to obtain the Office Specialist Certification in Access 2007 and get the most out of Access. Students should have a good working knowledge of Access 2007. Participants will review, learn and apply all the core features of this application. Students are assigned homework, quizzed and given online tests to prepare for the mandatory Microsoft Certification Exam given at the end of training week. This course is not designed for users unfamiliar with Access. Participants are required to have at least six months of experience working with Office 2007 and a strong working knowledge of Access.

Course Objectives:
- Structure databases – create and modify tables, field types and properties; create and modify queries, forms and reports.
- Enter data – enter, edit and delete records; find and move among records; export data and import data to Access.
- Organize data – calculated fields; aggregate functions; sort and filter records; modify form and report controls/ layouts.
- Manage databases display and share data; export data from Access; utilize database tools.
- Learn advanced tables, forms, reports and queries features.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PS557 MS Access 2007 - Level Two*, page 58 and/or - DoS students **only** -complete the following Beginning Access 2007 FasTrac distance learning courses:
- *mobgaca01 Getting Started with Access 2007*
- *mobgaca02 Basic Access 2007 Tables*
- *mobgaca03 Basic Access 2007 Forms*
- *mobgaca04 Queries and Reports in Access 2007*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students must take the instructor-led prerequisite course.

Exam Requirement: Successful completion of this course requires the student to take the MOS exam on the last day of the course. Students who pass the MOS exam will receive an official Microsoft Certification. Exam results (pass/fail) will be reported on students' FSI Transcript.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require good working knowledge in Access 2007 or who are pursuing the Access 2007 MOS certification. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Access 2007 – Workshop

Course Code PS560

This workshop focuses on Department of State bureau/office advanced projects and issues that are common among Access users. Major emphasis is centered on creating practical solutions to real problems. Topics are based on questions, issues or topics submitted prior to class from the student, bureau and/or office. A planned workshop project could include importing Excel data into Access; creating tables, queries, reports and a form specific to this database; then preparing a mail merge using Access and Word.

Course Objectives:
- Effectively use Access to accomplish project-specific tasks.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following Beginning Access 2007 FasTrac distance learning courses:
- *mobgaca01 Getting Started with Access 2007*
- *mobgaca02 Basic Access 2007 Tables*
- *mobgaca03 Basic Access 2007 Forms*
- *mobgaca04 Queries and Reports in Access 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS556 MS Access 2007 - Level One*, page 58.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees, with experience using Access, who are seeking solutions to specific issues dealing with relational database management. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Excel 2007 – Level One

Course Code PS561

This is a beginner's course in the Microsoft Excel 2007 electronic spreadsheet. Students learn to create, modify and work with data, simple formulas, formatting and functions in Excel worksheets. It is intended for those with little or no experience in MS Excel.

Course Objectives:
- Create a basic worksheet.
- Perform calculations.
- Modify a worksheet.

- Format a worksheet.
- Print workbook contents.
- Manage large workbooks.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following Excel 2007 FasTrac distance learning courses:
- *mobgexa01 Getting Started with Excel 2007*
- *mobgexa02 Manipulating and Formatting Data and Worksheets*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS Excel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Excel 2007 – Level Two

Course Code PS562

This intermediate level course in Excel is designed to strengthen the foundation of those employees who wish to expand their skills with spreadsheet management. Emphasis is on learning more complex Excel features such as using advanced formulas, organizing data, presenting data with charts and pivot tables, and inserting graphic objects. This course is intended for experienced users with at least 60 working days using MS Excel.

Course Objectives:
- Calculate data with advanced formulas.
- Organize worksheet and table data.
- Present data using charts.
- Analyze data using pivot tables and pivot charts.
- Insert graphic objects.
- Customize and enhancing workbooks in the Excel environment.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Actively work with Excel for 60 working days and/or - DoS students **only** -complete the following MS Excel 2007 FasTrac distance learning courses:
- *moadexa01 Advanced Formatting in Excel 2007*
- *moadexa02 Advanced Data Management in Excel 2007*
- *moadexa03 Advanced Customization in Excel 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS561 MS Excel 2007 - Level One*, page 59, and/or - DoS students **only** -complete the following Excel 2007 FasTrac distance learning courses:
- *mobgexa01 Getting Started with Excel 2007*
- *mobgexa02 Manipulating and Formatting Data and Worksheets*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students - must take the instructor-led prerequisite course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work in a financial capacity or who have a working knowledge of the fundamentals of MS Excel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Excel 2007 – Mentored, Advanced

Course Code PS583

See Distance Learning, page 86.

MS Excel 2007 – Mentored, Beginning

Course Code PS582

See Distance Learning, page 86.

MS Excel 2007 – Microsoft Office Specialist

Course Code PS563

This fast-paced and intensive Microsoft Office Specialist course is designed for participants who want to obtain the Office Specialist Certification in Excel 2007 and get the most out of Excel. Students should have a good working knowledge of Excel. Participants will review, learn and apply all the enhanced core features of this application. Students are assigned homework, quizzed and given online tests to prepare for the mandatory Microsoft Certification Exam given at the end of the week. This course is not designed for users unfamiliar with Excel.

Course Objectives:
- Create, edit, format, modify and print cell content in spreadsheets.
- Analyze data with auto filter or sort.
- Use basic and advance formulas/functions.
- Create, modify and position graphics, diagrams and charts based on worksheet data.
- Work with templates, hyperlinks, comments and views.
- Secure and share documents.
- Organize/manage files and folders.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: At least six months of experience working with Office 2007 and a strong working knowledge of Excel. *PS561 MS Excel 2007 Level One,* page 59 and *PS562 MS Excel 2007 Level Two*, page 60 and/or - DoS students **only** -complete the following FasTrac distance learning courses:
- *mobgexa01 Getting Started with Excel 2007*

- *mobgexa02 Manipulating and Formatting Data and Worksheets*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students - must take the instructor-led prerequisite course.

Exam Requirement: Successful completion of this course requires the student to take the MOS exam on the last day of the course. Students who pass the MOS exam will receive an official Microsoft Certification. Exam results (pass/fail) will be reported on students' FSI Transcript.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require an in-depth knowledge of Excel 2007 or who are pursuing the Microsoft Excel 2007 MOS certification. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Excel 2007 – Workshop

Course Code PS565

This workshop focuses on Department of State bureau/office advanced projects and issues that are common among Excel users. Major emphasis is centered on creating practical solutions to real problems. Topics are based on questions, issues or topics submitted prior to class from the student, bureau and/or office. Major topics can include: managing multiple worksheets and consolidating data; importing and exporting data; creating and revising pivot tables; working with Excel functions; and tips and tricks on common Excel tasks.

Course Objectives:

- Effectively use Excel to accomplish project-specific tasks.

OPM Competencies Addressed:

✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:

✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:

- *mobgexa01 Getting Started with Excel 2007*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS561 MS Excel 2007 – Level One*, page 59.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees, experienced with Excel, who are seeking solutions to specific issues dealing with Excel spreadsheets. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Microsoft Office Specialist 2007 Exam Prep Option

See Distance Learning, page 89.

MS Office 2007: Mentored, Course Suite

See Distance Learning, pages 85-88.

MS Office 2007 – Week

Course Code PS576

This course provides a fast-paced overview of the Microsoft Office Suite of products and covers Microsoft Word 2007, Microsoft Excel 2007, Microsoft PowerPoint 2007 and Microsoft Access 2007.

Course Objectives:

- Identify the basic elements of the Word screen; create and save documents; edit, format and print documents; use spell check, headers and footers, tabs, graphics, and tables; create documents with multiple columns and special formats.
- Create Excel spreadsheets for calculating data; work with simple formulas and functions; format text, numbers, and cells; analyze data; and set up the worksheet for printing.
- Create and edit PowerPoint presentations; select and modify design styles; create and modify graphs and organizational charts; add clip art; and run a slide show.
- Create an Access database; create and modify a table; create and edit queries; create and modify a form; and create and modify a report.

OPM Competencies Addressed:

✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:

✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:

- *mobgwda01 Getting Started with Word 2007*
- *mobgexa01 Getting Started with Excel 2007*
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgaca01 Getting Started with Access 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (CS, FS, LE Staff) employees, comfortable with the use of PC technology, who need an overview of Microsoft Office 2007. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Office Applications, Customized

Course Code PS322

This ½ day workshop focuses on Department of State Bureau/Office specific projects and issues related to the Microsoft applications and DoS proprietary programs, such as PortalX or SIPRNet. Major emphasis is centered on creating practical solutions to real problems

dealing with project- and office-related applications. The workshop will revolve around the topic presented by the bureau, office or interoffice colleagues with related application issues. Questions, issues or topics may be submitted at least two weeks prior to class.

Course Objectives:
- Effectively use the application to accomplish the project-specific task.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Audience: Employees with proven working knowledge/experience with the designated application/s who seek solutions to specific issues dealing with project- and office-related use of computer software applications.

Prerequisite: Intermediate course of the designated application/s either through a class at FSI or through the FasTrac Distance Leaning Program. Enrollment Procedure: Request for class must be arranged with the Bureau/Office/Post Training Officer or a FSI/SAIT/BA representative. Contact number is 703-302-6752 or 703-302-6759.

MS Outlook 2007, Introduction

Course Code PS566

This course prepares students to use Microsoft Outlook 2007 to compose, send and manage e-mail; schedule appointments and meetings; manage contact information and use the Tasks feature. This course is intended for those with a basic understanding of Microsoft Windows.

Course Objectives:
- Compose messages.
- Organize messages.
- Manage contacts.
- Schedule appointments.
- Schedule meetings.
- Manage tasks and notes.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgola01 Getting Started with Outlook 2007*
- *mobgola02 Formatting and Managing E-mail in Outlook 2007*
- *mobgola03 Using the Calendar in Outlook 2007*
- *mobgola04 Using Contacts, Tasks, Notes, and Customizing the Interface in Outlook 2007*
- *mobgola05 Completing Searches, Printing Items, and Working with RSS Feeds in Outlook 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS Outlook. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Outlook 2007 – Mentored, Advanced

Course Code PS594

See Distance Learning, page 86.

MS Outlook 2007 – Mentored, Beginning

Course Code PS584

See Distance Learning, page 87.

MS Outlook 2007 – Microsoft Office Specialist

Course Code PS567

This fast-paced and intensive Microsoft Office Specialist Outlook course is designed for participants who want to obtain the Microsoft Office Specialist Outlook 2007 Certification and get the most out of Outlook. Students should have a good working knowledge of Outlook. Participants will review, learn, and apply all the enhanced features of this application. Students are assigned homework, quizzed, and given practice tests for the mandatory Microsoft Office Certification Exam given at the end of the week. This course is not designed for users unfamiliar with Outlook.

Course Objectives:
- Compose, send and manage e-mail; use advanced e-mail tools.
- Manage mail with folders, process messages with the Rules Wizard.
- Create and manage appointments, meetings; use advanced calendar management.
- Create, edit, manage contacts, use advanced contact management.
- Manage tasks.
- Work with categories; use Outlook data files.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: At least six months experience working with Office 2007 and a strong working knowledge of Outlook. *PS566 MS Outlook 2007, Introduction*, page 62 and/or - DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgola01 Getting Started with Outlook 2007*
- *mobgola02 Formatting and Managing E-mail in Outlook 2007*
- *mobgola03 Using the Calendar in Outlook 2007*
- *moadola01 Customizing Outlook 2007 and Using the Journal*
- *moadola02 Configuring Rules, Alerts, and Junk E-mail Settings in Outlook 2007*
- *moadola03 Working with SharePoint, Calendars, and Forms in Outlook 2007*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students - must take the instructor-led prerequisite course.

Exam Requirement: Successful completion of this course requires the student to take the MOS exam on the last day of the course. Students who pass the MOS exam will receive an official Microsoft Certification. Exam results (pass/fail) will be reported on students' FSI Transcript.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require an in-depth knowledge of Outlook 2007 or are pursuing the Microsoft Outlook 2007 MOS certification. Other agency employees who

meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Outlook 2007 – Workshop

Course Code PS569

This workshop focuses on Department of State bureau/office projects and issues related to Outlook. Major emphasis is centered on creating practical solutions to real problems. Topics are based on questions, issues or topics submitted prior to class from the student, bureau and/or office. Major topics can include organizing e-mail, setting rules, calendar options and using contacts.

Course Objectives:
- Effectively use Outlook to accomplish project-specific tasks.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgola01 Getting Started with Outlook 2007*
- *mobgola02 Formatting and Managing E-mail in Outlook 2007*
- *mobgola03 Using the Calendar in Outlook 2007*
- *mobgola04 Using Contacts, Tasks, Notes, and Customizing the Interface in Outlook 2007*
- *mobgola05 Completing Searches, Printing Items, and Working with RSS Feeds in Outlook 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS566 MS Outlook 2007, Introduction,* page 62.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with experience using Outlook, who are seeking solutions to specific issues dealing with Outlook. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m. Please contact FSI/SAIT/BA at 703-302-6755 to schedule a dedicated workshop for your office/bureau.

Minimum/Maximum: 4/12

MS PowerPoint 2007 – Level One

Course Code PS570

In this course, participants learn to create professional quality electronic presentations. Students will learn to create slides, select and modify design styles, add and delete slides, employ clip art, draw shapes and add animation techniques. Use of organizational charts and basic charting functions will be explored. At the conclusion of the class, each student will create and share a PowerPoint presentation.

Course Objectives:
- Explore PowerPoint.
- Create a presentation.
- Format text on slides.
- Add graphical objects to a presentation.
- Modify objects.
- Add tables to a presentation.
- Insert charts in a presentation.
- Prepare to deliver a presentation.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS PowerPoint. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS PowerPoint 2007 – Level Two

Course Code PS571

This is an intermediate level course designed to enhance the fundamental skill level of those preparing PowerPoint presentations. This course focuses on enhancing presentations with advanced Clip Art editing, chart editing techniques, working within the Office Suite, animation techniques, creating custom shows and building interactive presentations. As a final exercise, participants will prepare and present their own unique presentations.

Course Objectives:
- Customize a design template.
- Add diagrams to a presentation.
- Add special effects to presentations.
- Customize a slide show presentation.
- Collaborate on a presentation.
- Secure and distribute a presentation.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Actively work with PowerPoint for eight or more weeks and/or DoS students **only** - complete the following FasTrac distance learning courses:
- *moadppa01 Creating Custom Slide Shows in PowerPoint 2007*
- *moadppa02 Distributing Presentations in PowerPoint 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS570 MS PowerPoint 2007 - Level One*, page 63 and/or - DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students - must take the instructor-led prerequisite course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who actively prepare PowerPoint presentations. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS PowerPoint 2007 – Microsoft Office Specialist

Course Code PS572

This fast-paced and intensive Microsoft Certified Application Specialist course is designed for participants who want to obtain the Specialist Certification in PowerPoint 2007 and get the most out of PowerPoint. Students should have a good working knowledge of PowerPoint 2007. Participants will review, learn and apply all the core features of this application. Students are assigned homework, quizzed and given online tests to prepare for the mandatory Microsoft Certification exam given at the end of the week. This course is not designed for users unfamiliar with PowerPoint.

Course Objectives:
- Create content – insert and edit text-based content; insert tables, charts, diagrams, graphics and objects.
- Format content, apply animation and transitions, customize templates and work with masters.
- Compare and merge presentations.
- Apply collaboration techniques.
- Manage and deliver presentations.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: At least six months of experience working with Office 2007 and a strong working knowledge of PowerPoint. *PS570* and *PS571 MS PowerPoint 2007 – Levels One and Two*; page 63 and/or - DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*
- *moadppa01 Creating Custom Slide Shows in PowerPoint 2007*
- *moadppa02 Distributing Presentations in PowerPoint 2007*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). Non-Dos students - must take the instructor-led prerequisite course.

Exam Requirement: Successful completion of this course requires the student to take the MOS exam on the last day of the course. Students who pass the MOS exam will receive an official Microsoft Certification. Exam results (pass/fail) will be reported on students' FSI Transcript.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring a good working knowledge of PowerPoint 2007 and/or pursuing the PowerPoint 2007 MOS Specialist certification. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS PowerPoint 2007 – Mentored, Advanced

Course Code PS595

See Distance Learning, page 87.

MS PowerPoint 2007 – Mentored, Beginning

Course Code PS585

See Distance Learning, page 88.

MS PowerPoint 2007 – Workshop

Course Code PS574

This workshop focuses on Department of State bureau/office projects and issues that are common among PowerPoint users. Major emphasis is centered on creating practical solutions to real problems. Topics are based on questions, issues or topics submitted prior to class from the student, bureau and/or office. Students bring a presentation they are working on, or have a topic well developed for class. A planned workshop project includes understanding and working on the elements that make an effective visual presentation.

Course Objectives:
- Effectively use PowerPoint to accomplish project-specific tasks.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS570 PowerPoint Level One*, page 63.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees, experienced with PowerPoint, who are seeking solutions to specific issues dealing with PowerPoint presentations. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Project 2007 – Introduction

Course Code PS578

This is an introductory course in the Microsoft version of the Windows-based project management software. It is intended for those with little or no experience in MS Project, but with experience in managing projects.

Course Objectives:
- Use task, task duration and GANTT charts.
- Assign resources and costs to projects.
- Create and modify project calendars.
- Control and update project progress.
- Create and customize reports.
- Use multiple views.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *mobgpra01 Creating and Designing a Project*
- *mobgpra02 Specifying and Assigning Resources in Project 2007*
- *mobgpra03 Tracking and Reporting Progress*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees engaged in managing projects. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Publisher 2007

Course Code PS590

MS Publisher 2007 empowers participants to create short brochures, calendars, flyers, labels, newsletters, and Websites for print, e-mail and the Web. It develops skills in layout and publication design. This course is intended for those engaged in basic forms of desktop publishing. Students will explore the MS Publisher application and create, edit and save files in class.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Public Outreach
✓ Relationship Building
✓ Technical Skills

Prerequisite: *PS570 MS PowerPoint 2007 - Level One*, page 63, or complete the following Beginning MS PowerPoint 2007 FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*

Department of State employees must register through FasTrac at: FasTrac Distance Learning Program. Upon receipt of your FasTrac logon, you may access the online courses at: FSI LearnCenter. After you log on, from the navigation bar at left, select the FasTrac Web Page and then the FasTrac course catalog Web Page. Do a search for the listed course modules.

Non-State Employees or those individuals who cannot obtain a FasTrac account must take the instructor-led prerequisite course.

Note: Completion of PS570 or the FasTrac course must be confirmed before any training request will be approved for this course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with a basic understanding of Microsoft Windows, Word and PowerPoint, who need to create, design and edit publications. Audiences working with event promotion, organizational change, and/or public relations will find this course useful. Advanced skills for editing text, resizing and repositioning text boxes, selecting text and objects will be involved. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA. Non-DoS employees who meet the requirements above may enroll through a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS SharePoint Business Process Automation

Course Code PS588

This course integrates theory, best practices and a practical application exercise intended to assist you in developing an effective SharePoint site collection. The focus of this course is on such key elements as Web parts, governance, site naming conventions, URL's (uniform resource locators) and other aspects of providing collaborative business solutions for your organization.

Course Objectives:
- Understand the concept of site collection.
- Develop a site collection taxonomy.
- Develop a variety of strategies for organizing a site collection.
- Apply the concepts of URL and Naming Conventions to the naming of sites in a collection.
- Organize a systematic site navigation scheme.
- Apply the concept Web Parts to building a readable, usable Home Page.
- Apply the concept of Workflow to completing collaborative tasks.
- Develop an awareness of available resources on site collection and organization.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Technical Skills
✓ Technology Management

FS Precepts Addressed:
✓ Creativity and Innovation
✓ Job Information
✓ Management of Resources
✓ Visual Communication
✓ Technical Skills

Prerequisite: *PS586 MS SharePoint 2007 for Business Users* and *PS587 MS Share Point 2007 for Site Owners*, page 66.

Recommended Preparation: Complete the following SharePoint FasTrac distance learning courses:
- *250450_ENG SharePoint 2007 Essentials*
- *250463_ENG Creating and Managing Personal Sites and Searches in SharePoint 2007*

Department of State employees must register through FasTrac at: FasTrac Distance Learning Program. Upon receipt of your FasTrac logon, you may access the online courses at: FSI LearnCenter. After you logon, from the navigation bar at left, select the FasTrac Web Page and then the FasTrac course catalog Web Page. Do a search for the listed course modules.

Non-State employees or those individuals who cannot obtain a FasTrac account will be required to attend the *PS586* and *PS587* instructor-led classes.

Note: Completion of *PS586 MS SharePoint for Business Users* and *PS587 MS SharePoint for Site Owners* must be confirmed before any training request will be approved for this course.

Audience: Department of State direct-hire (CS, FS, LE Staff) employees site collection administrators, site owners and webmasters - responsible for the oversight of an organizational-level collaborative Web site, and those tasked with maintaining continuous and effective knowledge management related to organization-specific business processes and solutions. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA. Non-DoS employees who meet the requirements above may enroll through a funded SF-182 (see page 2).

Schedule: Three days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS SharePoint – Business Users

Course Code PS586

This is an introductory course in the use of MS SharePoint consisting of an overview of Windows SharePoint Services from a business user perspective. This course is intended for those members of a SharePoint site who contribute to content and add lists and libraries.

Course Objectives:
- Navigate and search SharePoint sites.
- Work with document libraries and lists.
- Add and modify content.
- Use the document management and Outlook integration features.
- Set and manage alerts.
- Create and manage lists, libraries and views.
- Manage lists and use workflows.
- Learn how views are used in SharePoint.
- Create and use document and meeting workspaces.
- Contribute to wiki and blog sites.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *250450_eng SharePoint 2007 Essentials*
- *250463_eng Creating and Managing Personal Sites and Searches in SharePoint 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS,CS, LE Staff) non-technical employees, who will view, edit and contribute content to a Windows SharePoint services site. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS SharePoint 2007 – Site Owner

Course Code PS587

This is an intermediate course for site administrators who create and administer SharePoint parent and child sites, and content management. You will learn the following skills and participate in a hands-on workshop including creating a site.

Course Objectives:
- Use the recycle bin.
- Manage users and groups.
- Create and delete sites, workspaces and Web Pages.
- Customize a site.
- Learn how to administer a site.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: DoS students **only** - complete the following FasTrac distance learning courses:
- *250450_eng SharePoint 2007 Essentials*
- *250463_eng Creating and Managing Personal Sites and Searches in SharePoint 2007*

If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Prerequisite: *PS586 MS SharePoint for Business Users*, page 66.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are SharePoint owners or power users. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Visio: Business Process Diagramming

Course Code PS591

The course will introduce the primary features of Visio to create professional-looking flowcharts, office layouts, organization charts, project timelines, and more. Helps streamline diagramming tasks to improve productivity and help you communicate more effectively. This course shows how Visio 2007 has predefined templates and stencils that enable you to create diagrams quickly and efficiently. Once the diagrams have been created, this course demonstrates how to manipulate the shapes and connectors before saving and printing them.

Course Objectives:
- Identify the main elements of the Visio interface task panes.
- Create Diagrams using Visio 2007 Templates.
- Open a template, add shapes to a diagram, and work with shapes.
- Rearrange stencils, select and modify shapes, and connect shapes.
- Organize and modify connections to Shapes in Visio 2007.
- Save a Visio 2007 diagram and work with differing file types.
- Set up pages before printing a Visio diagram.
- Preview and print a Visio 2007 diagram.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Interpersonal Skills
✓ Technology Management

FS Precepts Addressed:
✓ Creativity and Innovation
✓ Job Information
✓ Resource Management
✓ Technical Skills

Prerequisite: *PS570 MS PowerPoint 2007 - Level One* and *PS571 MS PowerPoint 2007 - Level Two*, page 63 or complete the following MS PowerPoint 2007 FasTrac distance learning courses:
- *mobgppa01 Getting Started with PowerPoint 2007*

- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*
- *moadppa01 Creating Custom Slide Shows in PowerPoint 2007*
- *moadppa02 Distributing Presentations in PowerPoint 2007*

Department of State employees must register through FasTrac at: FasTrac Distance Learning Program. Upon receipt of your FasTrac logon, you may access the online courses at: FSI LearnCenter. After you log on, from the navigation bar at left, select the FasTrac Web Page and then the FasTrac course catalog Web Page. Do a search for the listed course modules.

Non-State Employees or those individuals who cannot obtain a FasTrac account must take the instructor-led prerequisite course.

Note: Completion of PS570 and PS571 or the FasTrac course must be confirmed before any training request will be approved for this course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who wish to broaden their understanding of Visio and are faced with complex planning tasks such as class scheduling, building moves, and other major projects. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA. Non-DoS employees who meet the above requirements may enroll through a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Mininum/Maximum: 4/12

MS Windows XP, Introduction to

Course Code PS301

This course is a prerequisite for most of the computer end-user courses offered at FSI. It provides the end-user with exposure to the Windows XP operating system environment. Topics covered include identifying common computer components, folder and file organization, control panel elements, multi-tasking and maintaining the computer.

Course Objectives:
- Identify uses, types and common components of the personal computer.
- Use a personal computer.
- Manage files and folders.
- Use programs at the same time (Multitasking).
- Identify and work with network basics.
- Maintain the computer.
- Customize Windows XP.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who use Windows XP or who plan to enroll in a computer end-user course offered at FSI. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA. Non-DoS employees who meet the above requirements may enroll through a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Word 2007 – Advanced

Course Code PS589

The Advanced Word course is tailored to participants who are familiar with Word basic skills and are working with longer documents. Students will observe instructor demonstrations in class, participate in exercises, and apply the exercises to writing assignments. The course will provide opportunities for hands-on practice with Word 2007 advanced features. The course will be focused on the very popular features of Templates, Mail Merge, and working with longer documents.

Course Objectives:
- Use styles and themes to customize formatting.
- Use templates to automate document creation.
- Create and work with form letters and Mail Merge.
- Use the References tab.
- Using and enhancing graphical elements.
- Create and apply Quick Part entries.
- Work with Track changes, comments and markup.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Written Communications

FS Precepts Addressed:
✓ Job Information
✓ Technical Skills

Prerequisite: This course requires a thorough working knowledge of Word 2007 basics and the completion of the following on line training through FasTrac:
- *Moadwd03 Using Tables, Charts and Graphics In Word 2007*
- *Mobgwd04 Printing, Help, and Automated Formatting in Word 2007*
- *Mobgwd05 Working with Documents in Word 2007*
- *Moadwd01 Advanced Formatting in Word 2007*
- *Mowdpua03 Collaborative Features in Word 2007*

Prerequisite training must be completed prior to submission of request for training. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work with advanced features in Word 2007 such as Mail Merge, References, etc., and who have an interest in mastering these features. To enroll, apply online or FS may contact HR/CDA.

Schedule: Two days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Word 2007 – Mentored, Advanced

Course Code PS581

See Distance Learning, page 88.

MS Word 2007 – Mentored, Beginning

Course Code PS580

See Distance Learning, page 88.

Personal Identity Verification Module 2

Course Code PS820

See Distance Learning, page 140.

SIPRNet in the Department of State Environment

Course Code PS416

This course is designed to train Department of State personnel, with a minimum of a SECRET clearance, to utilize the DoD classified connectivity with our foreign affairs and national security partners in the USG. SIPRNet serves to facilitate SECRET data communications and interagency collaboration within the entire USG national security community. Participants learn to navigate the SIPRNet program to access intelligence and other information in a classified Web environment.

Course Objectives:
- Become acquainted with the structure of the Intelink portal.
- Facilitate searches through use of browser icons and appropriate search techniques.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Audience: Department of State direct-hire (FS, CS) employees responsible for keeping up with SECRET level world events and who would benefit from sharing information, related to foreign affairs, with national security partners. This is a "State specific" course open to third-party contractors with a job-related need as stated above. To enroll, DoS/Non-Dos apply online or FS may contact HR/CDA.

Schedule: Half day; 9:00 a.m. to 12:00 p.m. or 1:00 p.m. to 4:00 p.m.

Minimum/Maximum: 3/10

SMART End-User Training

Course Code PS531
Classroom/DVC/Webinar

This course was designed for domestic and overseas customers, provides instructor-led training, mentored distance learning training, webinar training, or audience presentations on the State Messaging and Archive Retrieval Toolset. During the course students are provided an overview of SMART such as how to configure their SMART accounts, review and complete exercises on SMART working messages, SMART archive messages, SMART Mailbox management, SMART Search, and a number of other SMART related tasks that will provide the basis for end users to be fully functional within SMART. The course reinforces and adds value to *PS530 SMART Messaging: A Course for Users*, page 90.

Course Objectives:
- Complete steps required to set-up SMART account.
- Perform the steps to create a Working Message with sensitivity markings.
- Perform the steps to build an Archive Message (record e-mails and unclassified cables) with all necessary metadata and to release the Archive Message.
- Use the special features of SMART including: Requesting a Read or Delivery Receipt, Archive Message Templates and Convert Working to Archive.
- Search the SMART database for Archive Messages.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PK324 TAGS and Terms*, *PK207 Files and Records Management*, page 131-132, and a working knowledge of Outlook 2007 (or more recent version approved by the Department) and Review of the Department of State Classification Guide (DSCG) for ClassNet users on ClassNet system.

Prerequisite: *PS530 SMART Messaging: A Course for Users*, page 90; available on the Department of State OpenNet. Visit https://fsicsapps.fsi.state.gov/Smartreg/Login.aspx to complete training.

Audience: Department of State direct-hire employees and contractors who have a current Department of State OpenNet user account. To enroll, apply online. Non-DoS students should take *PS530 SMART Messaging: A Course for Users*, which is available on the Department's OpenNet Web site at fsi.state.gov (see page 90).

Schedule: Classroom, Webinar or DVC: Two hours; between 9:00 a.m. and 4:00 p.m.

Minimum/Maximum: 10/100

SMART End-User Training

Course Code PS531
See Distance Learning, page 90.

SMART Messaging: A Course for Users

Course Code PS530
See Distance Learning, page 90.

SMART Messaging: A Course for System Administrators

Course Code PS532
See Distance Learning, page 90

The primary mission of the Consular Training Division is to prepare all members of the Consular Team to excel as decision-makers, public servants and leaders. This includes training for Consular Officers at all levels, and entry level officers of all cones, each of whom will serve at least one consular tour early in their careers. The division also provides training to other Department of State direct-hire employees, including Diplomatic Security Special Agents, mission duty officers and locally employed staff from U.S. Missions overseas.

This section is divided into two subsections:
- Consular Courses, General, page 69.
- Consular FSN and Consular Agents, page 77.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Consular Courses, General

Accounting for Consular Fees: Training for the ACO

Course code PC417
See Distance Learning, page 91.

ACS Unit Chiefs Basics

Course Code PC140
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course teaches the basics of running an American Citizens Services/Passport unit within a consular section. Primary areas of focus include: pre-arrival preparations; ensuring appropriate management controls; major ACS programs, such as financial assistance programs, deaths, crisis management and managing crisis workers; using the management elements of ACS automated systems; avoiding and detecting malfeasance; setting priorities; planning and budgeting projects; setting up a training program; and mentoring and motivating new officers.

Course Objectives:
- Prepare consular officers to serve effectively in their first assignment as chief of an ACS section.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Public Outreach
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Prerequisite: *PC530 Basic Consular Course*, page 71.

Audience: Department of State Foreign Service Officers preparing to serve for the first time as Chief of an ACS section. Contact HR/CDA to request enrollment.

Schedule: Five days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/24

Advanced Consular Course

Course Code PC532
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course addresses the specific needs of mid-level Consular Officers who are moving into consular leadership and management roles and need practical job-related training to update functional knowledge and skills in all areas of consular work. In addition to this functional training, participants will receive guidance in leading people and managing resources. The course also utilizes discussion, simulations and field trips to address the policy context in which consular work is performed, the interagency process, crisis management and customer service.

Course Objectives:
- Lead and manage a consular unit or section effectively, including personnel and logistical issues.
- Apply current regulations and procedures in the areas of passports, visas, services to American citizens abroad, children's issues and crisis management.
- Interact with other offices at post, in the Department, in other agencies, Congress and the private sector.
- Apply consular standard operating procedures in the most effective way.
- Apply principles of leadership and public service within the context of U.S. policy interests.
- Apply cutting-edge technology developments and procedures that enhance secure borders while guaranteeing open doors.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Public Services Motivation
✓ Resilience
✓ Strategic Thinking
✓ Team Building
✓ Technology Management
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Professional Standards
✓ Public Outreach
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 71.

Audience: Department of State direct-hire (FS, CS) Consular Officers at the FS-03/02 or GS-12/14 level already in, or transferring to

consular assignments requiring leadership and management skills. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Three weeks; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/24

Assisting Victims of Crime

Course Code PC124
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

Assisting Victims of Crime training is designed to provide consular officers and locally employed staff with the information and skills needed to effectively assist American citizens who become victims of serious crimes while abroad. Serious crimes include homicide, sexual assault, child physical and sexual abuse, domestic violence, armed robbery, assault, kidnapping, hostage taking, terrorism and other crimes in which the victim suffers serious physical injuries and/or emotional trauma. This course will cover Consular Affairs/Overseas Citizens Services policies and procedures related to assisting American victims overseas and key actions that consular officers can take when assisting victims. Methods include presentations, videos, case examples, group discussions and interactive exercises. Some sections of this course may also address other advanced ACS issues, such as crisis management, international parental child abduction and adoptions. Please contact FSI Consular Training Division for more information at 703-302-6773.

PC124 is paired with *PC129 Countering International Parental Child Abduction*, page 75. *PC124* is also offered in association with overseas consular workshops or as an introduction to the topic for officers newly assigned to positions in the Overseas Citizens Services office in the Bureau of Consular Affairs (see *PC124A* on page 70).

Course Objectives:
- Gain increased awareness and understanding of the physical, emotional and financial impact of serious crime on victims, their families and loved ones.
- Learn the basic principles of victim assistance and how to apply these principles and take key actions when assisting victims of different types of crime including sexual assault, homicide, domestic violence, child abuse and kidnapping.
- Learn communication techniques and skills that are effective when talking with traumatized victims in person and on the telephone.
- Learn about the various types of specialized victim assistance and compensation services that are available to assist victims of serious crime in the U.S. and abroad and how to refer victims to appropriate services.
- Share experiences in assisting American citizen victims of serious crimes abroad and learn from the experiences of other FSOs and FSNs.

OPM Competencies Addressed:
✓ Conflict Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Institutional Knowledge
✓ Oral Communication
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 71, or some previous experience in an ACS section overseas or in CA/OCS preferred.

Audience: Department of State direct-hire (FS, CS, LE Staff) Consular staff and Washington D.C.-based DoS direct-hire ACS and CI staff (FS and CS), who are responsible for assisting Americans in distress overseas. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Three days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Assisting Victims of Crime, Overview

Course Code PC124A
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This condensed version of *PC124 Assisting Victims of Crime* is offered in association with overseas consular workshops or as an introduction to the topic for officers newly assigned to positions in the Overseas Citizens Services office in the Bureau of Consular Affairs.

This course is designed to provide consular officers and locally employed staff with the information and skills needed to effectively assist American citizens who become victims of serious crimes while abroad. Serious crimes include homicide, sexual assault, child physical and sexual abuse, domestic violence, armed robbery, assault, kidnapping, hostage taking, terrorism and other crimes in which the victim suffers serious physical injuries and/or emotional trauma. This course will cover Consular Affairs/Overseas Citizens Services policies and procedures related to assisting American victims overseas and key actions that consular officers can take when assisting victims. Methods include presentations, videos, case examples, group discussions and interactive exercises. Some sections of this course may also address other advanced ACS issues, such as crisis management, international parental child abduction and adoptions. Please contact 202-736-9121 for more information.

Course Objectives:
- Gain increased awareness and understanding of the physical, emotional and financial impact of serious crime on victims, their families and loved ones.
- Learn the basic principles of victim assistance and how to apply these principles and take key actions when assisting victims of different types of crime including sexual assault, homicide, domestic violence, child abuse and kidnapping.
- Learn communication techniques and skills that are effective when talking with traumatized victims in person and on the telephone.
- Learn about the various types of specialized victim assistance and compensation services that are available to assist victims of serious crime in the U.S. and abroad and how to refer victims to appropriate services.
- Share experiences in assisting American citizen victims of serious crimes abroad and learn from the experiences of other FSOs and FSNs.

OPM Competencies Addressed:
✓ Conflict Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Institutional Knowledge
✓ Oral Communication
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) Consular staff who are responsible for assisting Americans in distress overseas. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: One day. 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Automated Systems for Consular Managers

Course Code PC116
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

Automated Systems for Consular Managers is an advanced computer systems course for consular managers. It provides the background and skills required to oversee the use of consular applications. The workshop format includes hands-on exercises, "real-life" scenarios, lectures and presentations. It addresses technical areas where systems management issues overlap with consular policy. This course is not intended to be a refresher for consular applications and it does not emphasize basic applications training. Two sessions a year are integrated with *PC550 Consular Section Chief Basics*, page 74, resulting in a two-week course.

Course Objectives:
- Describe the components of consular systems and how they interact with other databases.
- Manage CST user accounts and access levels.
- Analyze management responsibilities in consular applications and methods to prevent fraud and malfeasance.
- Implement inventory accountability in the consular applications.
- Monitor cashier role and duties and describe ACRS management functions.
- Analyze and interpret consular reports.
- Identify and use consular resources.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: Recent hands-on computer work at an overseas consular post since the advent of fingerprint biometrics, or *PC127 Computer Applications Review for Consular Officers*, page 72. Students going overseas as consular managers who are unsure of their skill levels or whether they need to take *PC127* should contact the Consular Training Division at 703-302-7170, prior to enrollment in this course.

Audience: Department of State direct-hire experienced Consular Officers who will have responsibility for managing a consular section. To enroll, apply through HR/CDA.

Schedule: Five days; 9:00 a.m. to 5:00 p.m., Room F4307.

Minimum/Maximum: 6/12

Basic Consular Course

Course Code PC530
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course offers intensive training in immigration and nationality law and regulations and in consular policies, responsibilities and procedures. Rotating through different units at ConGen Rosslyn, students are introduced to the law and regulations through course materials, lectures, small group sessions, case studies and role-plays. Students also receive an introduction to the basic automated systems used in consular work. Participants are required to pass written examinations with a score of 80% or better at the conclusion of each of four course modules.

Course modules include:

PC535 American Citizen Services	*7 days*
PC536 Passports and Citizenship	*6 days*
PC537 Immigrant Visas	*6 days*
PC538 Non-Immigrant Visas	*12 days*

Additional coursework covers consular interviewing and consular management/accountability, ethics, fraud prevention and security.

Note: Pre-registration is required with the Division of Consular Training. For assistance, please call 703-302-7171.

Course Objectives:
- Apply U.S. Immigration and Nationality laws and regulations accurately and effectively.
- Understand the consular officer's vital role in national security.
- Provide routine and emergency services to Americans abroad and aliens seeking to enter the U.S.
- Handle emotionally disturbed clients and sensitive situations.
- Develop consular interviewing skills.
- Use consular computer systems.
- Recognize and combat fraud.
- Address consular management issues.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Oral Communication
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Standards
✓ Public Outreach
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Technical Skills

Exam Requirement: Course completion is conditioned on passing four written examinations with a final score of 80% or better.

Audience: *Primary* – Department of State Foreign Service Officers assuming consular positions abroad or in the Department and Civil Service employees assigned to TDY or excursion consular tours. FSOs who have not served in a consular position or taken PC530 within the past five years must take PC530 prior to beginning a consular tour. DS Officers assigned to A/RSO-1 positions abroad. *Secondary* – On a space-available basis, DS Officers and DoS CS employees assigned domestically. American citizen EFMs of direct-hire DoS employees, on a space-available basis, who are about to be, or already assigned, overseas where a Consular Associate or Professional Adjudication Specialist position exists. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

Completion of the course does not guarantee employment at post.

To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2); EFMs through the Family Liaison Office at 202-647-1076. All others, for pre-registration assistance, please call 703-302-7171.

Schedule: Thirty-one days; 8:15 a.m. to 5:00 p.m., Room F3116.

Minimum/Maximum: 6/24

Collecting Consular Fees: Training for the Consular Cashier

Course Code PC419
See Distance Learning, page 91.

Combating Trafficking in Persons

Course Code PC406
See Distance Learning, page 91.

Computer Applications Review for Consular Officers

Course Code PC127
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course is a "refresher" for officers who may have done consular work in the past but do not have recent experience with the latest consular systems. The course emphasizes basic application training. It provides the background and skills required to use consular computer applications and related hardware while at post. The workshop format includes hands-on practice with case scenarios, lectures and presentations.

Course Objectives:
- Describe the hardware and software components of consular systems and how they interact with CLASS, other namechecking tools, IDENT and the CCD.
- Process passports, reports of birth abroad, Warden Registrations and other American Citizen Services.
- Interpret the information contained in the IV application and generate immigrant visas.
- Produce Machine Readable Visas with associated hardware.
- Administer inventory in the NIV, IV and ACS applications.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Management of Resources
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: *PC530 Basic Consular Course*, page 71, and some previous experience using consular computer applications overseas.

Audience: Department of State direct-hire Consular Officers who have not been at post for some time or who want more practice using the consular applications. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Four days; 9:00 a.m. to 5:00 p.m., Room F4307.

Minimum/Maximum: 6/12

Consular Fees: Training for the Consular Agent

Course Code PC418
See Distance Learning, page 92.

Consular Interviewing

Course Code PC543
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course is designed to teach experienced consular officers consular interviewing techniques. Among topics included in this course are establishing rapport, building a baseline, looking for verbal and non-verbal communication clues (including micro-expressions), criteria based content analysis, and making and communicating a decision. Students learn about cognitive and emotional clues to deception and discuss methods for structuring and supervising a good consular interview. This course teaches skills that apply to all areas of consular work including visa and passport interviews, fraud investigations, as well as difficult ACS interviews.

Note: Officers enrolled in *PC126 Advanced Consular Namechecking and Identity Recognition Techniques*, page 73, are expected to enroll in *PC543* unless they are Civil Service employees in non-interviewing positions. Students who were exposed to consular interviewing training in ConGen are not exempt from *PC543*.

Course Objectives:
- Learn consular interviewing techniques.
- Improve interviewing skills.
- Improve skills for supervising interviewers and obtaining good interviews.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Professional Standards
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 71; eight to 12 months visa adjudication experience strongly preferred.

Audience: Department of State direct-hire (FS, CS) employees who perform consular interviews or supervise persons who perform interviews. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/12

Consular Leadership Development Conference

Course Code PC108
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

These regional conferences, jointly sponsored by the Foreign Service Institute and the Bureau of Consular Affairs, provide continuing leadership training and skills development to prepare mid-level consular officers for positions of increasing responsibility. In addition to professional development, the conferences are designed to promote discussion of new ideas, processes and technology and to facilitate communication between consular officers in the field and in Washington D.C. as well as between consular officers serving in each region.

Course Objectives:
- Heightened understanding of consular policy developments.
- Enhanced understanding of successful leadership and management principles.
- Familiarity with recent initiatives in consular training.
- Increased mastery of consular skills and consular technology skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ Human Capital Management
✓ Influencing and Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technology Management
✓ Vision

FS Precepts Addressed:
✓ Active Learning
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Audience: *Primary* – Department of State direct-hire (FS, CS) mid-level Consular Officers. *Secondary* – DoS tenured junior officers and recently promoted senior officers. Course dates and request for nominations will be announced via cable two months' prior to each workshop. DoS nominations will be accepted through FSI online registration processing; (see page 1).

Schedule: Four days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 20/25

Consular Management at a Small Post

Course Code PC533
See Distance Learning, page 92.

Consular Management Controls

Course Code PC400
See Distance Learning, page 92.

Consular Namechecking and Identity Recognition Techniques, Advanced

Course Code PC126
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course is designed to provide Consular Officers with superior background and skills for the supervision and direct utilization of the Consular Lookout and Support System and its backup namechecking systems. The course includes instruction in both namechecking theory and practice, as well as in linguistic factors that bear directly on proper data entry and evaluation of names. It explores the Consular Consolidated Database, biometrics and facial recognition technology.

Note: A one-day version of this course, *PC126A*, page 73, is offered overseas upon request. Contact FSI Consular Training Division at 703-302-6773 for details.

Course modules include:

PC126 Advanced Consular Namechecking	*3 days*
PC543 Consular Interviewing	*2 days*

Course Objectives:
- Master the rules for highest quality data entry to ensure optimum name matching.
- Identify linguistic name structure and transliteration variations, enabling them to spot anomalies, alternative spellings and aliases.
- Describe the technical infrastructure of CLASS and its backup systems, and their interactions with other systems.
- Understand why potential namecheck matches are returned to users, by learning how Bureau of Consular Affairs namechecking systems search for, identify, evaluate, rank-order and return matches for user queries.
- Evaluate namecheck results with the aid of advanced algorithmic and linguistic knowledge in the course.
- Be aware of current Security Advisory Opinion and Visa Lookout Accountability issues.
- Describe and understand interactions of CCD, biometrics, IDENT, fingerprinting and facial recognition technology.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: *PC530 Basic Consular Course*, page 71; eight to 12 months visa adjudication experience strongly preferred.

Audience: Primarily Department of State Foreign Service Consular Officers with responsibility for managing/supervising Visa Units. To enroll, apply through HR/CDA.

Note: Persons enrolling in *PC126* are required to complete *PC543 Consular Interviewing*, page 72, if offered during the same week, unless exempted by the Consular Training Division. If seeking an exemption for *PC543* please contact the instructor at 703-302-7170.

Schedule: Five days, 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/12

Consular Namechecking and Identity Recognition Techniques Overview, Advanced

Course Code PC126A
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

PC126A Overview is a one-day version of *PC126 Advanced Consular Namechecking and Identity Recognition Techniques.* Given at post, this overview is designed to expose consular officers to background and practical knowledge of CLASS and namecheck algorithms, with a particular emphasis on Arabic algorithms. Data quality and evaluations of namechecking returns will also be discussed.

Course Objectives:
- How to more effectively use the CLASS system to ensure optimum name matching.
- How to better use and apply linguistic name structure and transliteration variations as well as language algorithms with a focus, where appropriate, on the Arabic algorithm.
- Acquire a greater understanding of the issues surrounding namechecking in the region where the training is being offered.
- Understand in greater depth why potential namecheck matches are returned to users, by learning how Bureau of Consular Affairs namechecking systems search for, identify, evaluate, rank-order and return matches for use queries.
- Be aware of current Security Advisory Opinion and Visa Lookout Accountability Issues.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Technical Management

FS Precepts Addressed:
✓ Job Information
✓ Technical Skills

Prerequisite: *PC530 Basic Consular Course*, page 71; 8-12 months visa adjudication experience strongly preferred.

Audience: Primarily Department of State Consular Officers engaged in namechecking at selected posts and regions. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: One day; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/12

Consular Review and Automation Update

Course Code PC540
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course, offered to a select audience on a case-by-case basis, provides students an opportunity to participate in Consular Training consultations for the purpose of updating knowledge of various consular subjects. A specific three-day program of study will be designed for each officer based on his/her particular needs. Where possible, officers are placed in ongoing segments of the *PC530 Basic Consular Course*, page 71, classes where the relevant policy training is scheduled. The majority of students seeking consular systems refresher training will take *PC116 Automated Systems for Consular Managers*, page 71 or *PC127 Consular Applications Review for Consular Officers*, page 72.

Course Objectives:
- Refresh consular skills and knowledge.
- Understand and apply current CA policies.
- Update familiarity with consular computer applications.

OPM Competencies Addressed:
✓ Accountability
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Technical Skills

Prerequisite: *PC530 Basic Consular Course*, page 71.

Audience: Department of State Foreign Service Officers who are experienced Consular Officers. To enroll, apply online or through HR/CDA (see page 1).

Schedule: Three days; 8:15 a.m. to 5:00 p.m., Room F3116. This course is offered to a limited audience on an as-needed basis.

Minimum/Maximum: 1/4*
*Depending upon *PC530 Basic Consular* enrollment.

Consular Section Chief Basics

Course Code PC550
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course teaches the basics of running a consular section. Primary areas of focus include: ensuring appropriate management controls; setting priorities; preventing and detecting malfeasance; managing consular systems; planning and budgeting projects; mentoring and motivating new officers; setting up a training program at post for officers and locally employed staff; and working with the country team; as well as pre-arrival preparations and learning the post's procedures on arrival at post. This course will be integrated with two sections of *PC116 Automated Systems for Consular Managers*, page 71. The automation hands-on exercises, "real-life" scenarios, lectures and presentations will be integrated with consular policy instruction.

Course Objectives:
- Prepare consular officers to serve effectively in their first assignment as chief of a consular section.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Public Outreach
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Prerequisite: *PC530 Basic Consular Course*, page 71; onward assignment as a consular supervisor.

Audience: Department of State Foreign Service Officers at the FS-03 level who are preparing to serve for the first time as Chief of a Consular Section or a substantial unit within a Consular Section. To enroll, apply online or through HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/24

Consular Task Force Basics

Course Code PC120
See Distance Learning, page 93.

Consular Training Segments

Course Codes PC535-538
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

In limited circumstances, the four sections of *PC530 Basic Consular Course* may be taken separately. Working along with students already enrolled in *PC530*, participants are introduced to immigration and nationality laws and regulations and consular skills through lectures, small group sessions, role-plays and course materials. For additional details on these courses, see the description for *PC530*, page 71.

PC535 American Citizens Services	*7 days*
PC536 Passport and Nationality	*6 days*
PC537 Immigrant Visas	*6 days*
PC538 Nonimmigrant Visas/Consular Interviewing	*12 days*

Course Objectives:
- Apply U.S. Immigration and Nationality laws and regulations accurately and effectively.

- Understand the consular officer's vital role in national security.
- Provide routine and emergency services to Americans abroad and to aliens seeking to enter the U.S.
- Handle emotionally disturbed clients and sensitive situations.
- Develop consular interviewing skills.
- Use consular computer systems.
- Recognize and combat fraud.
- Address consular management issues.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Oral Communication
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Standards
✓ Public Outreach
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Technical Skills

Note: Officers who are assigned to consular positions overseas, or American citizen eligible family members who hope to qualify for positions as consular associates or professional adjudication specialists, must take *PC530 Basic Consular* course as a unit. Please see course description of *PC530*, page 71.

Exam Requirement: Course completion is conditioned on passing each segment's examinations with a final score of 80% or better.

Audience: *Primary* – Department of State new-hire overseas-based Consular Agents. *Secondary* – DoS Civil Service employees who require functional training in one of the *PC530* segments. Pre-registration with the Consular Training Division is required. Please call 703-302-7171 for assistance.

Schedule: Training segments are from six to 12 days; 8:15 a.m. to 5:00 p.m., Room F3116.

Countering International Parental Child Abduction

Course Code PC129
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course is designed to expose students to the Department of State's consular role, both domestically and overseas, in responding to International Parental Child Abductions and unlawful retention. Topics covered include: the tools for return and for obtaining parental access including civil and criminal remedies, how to engage with host-country officials in support of American left-behind parents, interagency cooperation, and the essentials of the Privacy Act and other legal issues. *PC129* is paired with *PC124 Assisting Victims of Crime*, page 70.

Course Objectives:
- How to assist American citizen parents and dependents in cases of international parental child abduction.

OPM Competencies Addressed:
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Institutional Knowledge
✓ Oral Communication
✓ Professional Expertise
✓ Public Outreach
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Training* course, page 71, and eight to 12 months experience in American citizen work preferred.

Audience: *Primary* – Consular Officers and senior DoS direct-hire LE Staff engaged in children's and American citizen issues. *Secondary* – DoS direct-hire Washington-based CS employees whose work involves children and abduction concerns. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/24

Detecting Fraudulent Documents

Course Code PC544
See Distance Learning, page 93.

Detecting Impostors

Course Code PC128
See Distance Learning, page 93.

Examining U.S. Passports

Course Code PC545
See Distance Learning, page 94.

Fraud Prevention for Consular Managers

Course Code PC541
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course presents the basic information needed to operate an effective consular fraud prevention program, emphasizing fraud prevention as well as counterterrorism measures. Topics covered include: passport and citizenship fraud, visa fraud, validation studies, using systems as a fraud prevention tool, accountability, preventing malfeasance, consular interviewing, record-keeping and reporting, management controls, recognition of fraudulent documents, detecting impostors, priorities and resources, petition revocation, working with Diplomatic Security and the Department of Homeland Security, and training others in fraud detection and prevention.

Note: Each Foreign Service post should ensure that at least one officer in the consular section has taken this course. Those assigned to FPM positions should take this training.

Course Objectives:
- Improve officers' ability to recognize fraudulent documents and detect impostors.
- Equip officers to train English language officers, FSNs and host country officials in detection and deterrence of fraud.
- Use data systems, including validation studies, to strengthen consular adjudication and monitor nonimmigrant visa overstay rates.
- Learn classified and unclassified resources available for fraud detection and counter terrorism.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty

✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Professional Standards
✓ Technical Skills

Audience: Department of State Foreign Service Officers assigned as Fraud Prevention Manager, and DoS direct-hire mid-level consular managers assigned to high-fraud posts. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Immigrant Visa Petitions: Revocation Guidance

Course Code PC402
See Distance Learning, page 94.

Nonimmigrant Visa Petitions: Revocation Guidance

Course Code PC401
See Distance Learning, page 95.

Orientation to Overseas Consular and Duty Officer Responsibilities

Course Code PC105
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

Foreign Service and Civil Service employees of the Department of State and other agencies assigned abroad, who can anticipate serving as a post duty officer, should have sufficient familiarity with consular work to provide emergency services to American citizens and basic information to visa applicants. In addition, every officer should be familiar with basic consular responsibilities in order to answer public inquiries and to understand the role of the consular function in the post's mission. This course provides this orientation through lectures, class discussion, videos and role-playing exercises.

Note: The course is not intended for officers assigned to positions with responsibilities for regularly performing consular duties (such as issuing visas or passports, or performing notarial services) or serving as a designated back-up consular officer, since it does not lead to conferring the consular title or authority required to perform such activities.

Course Objectives:
- Basic American citizen services and general nonimmigrant visa classifications and ineligibilities.
- How to respond to inquiries and requests for assistance from the public and the Department after hours.
- The importance of the public relations role of duty and consular officers.
- The role of consular services within the context of post's mission and U.S. foreign policy.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ Interpersonal Skills
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS)Foreign Service and Civil Service employees of the Foreign Affairs agencies assigned abroad without consular titles, officers and specialists DoS FS employees who expect to perform duty officer responsibilities or who need orientation to consular responsibilities. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 5/10

Passport and Nationality for Domestic Adjudicators

Course Code PC536B
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

The *Passport and Nationality for Domestic Adjudicators* course offers intensive training in immigration and nationality law and regulations for domestic adjudicators. FSI instructors conduct this course at various passport agencies across the country. Students are introduced to the laws, regulations and practice of domestic adjudication through study materials, lectures, group/small sessions, case studies and role-plays.

Course Objectives:
- Apply immigration and nationality laws and regulations accurately and effectively.
- Understand policies and procedures for implementing State Department policy of "Secure Borders, Open Doors."
- Handle emotionally disturbed clients and sensitive situations.
- Carry out consular procedures.
- Use consular equipment and operate Department of State consular computer systems, including OpenNet Everywhere (ONE).
- Recognize and combat fraud, terrorist mobility and alien smuggling.
- Address consular management issues.

OPM Competencies Addressed:
✓ Accountability
✓ Cultural Awareness
✓ Customer Service
✓ Oral Communication
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Technical Skills

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State (FS, CS, LE Staff) passport specialists, and other DoS direct-hire DoS employees who have some passport and nationality experience and who would benefit from additional training in nationality law processing and procedure. To enroll, First contact your Regional Training Office, then apply online or FS may contact HR/CDA (see page 1).

Schedule: Four days; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 5/25

Passport Data Security Awareness

Course Code PC441
See Distance Learning, page 95.

Processing Security Advisory Opinions

Course Code PC440
See Distancing Learning, page 96.

Regional Consular Officers Workshop

Course Code PC114
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This workshop is offered periodically. Regional Consular Officers who are already at post and have not attended the previous workshop may be eligible at the Foreign Service Institute's expense.

Course Objectives:
- Perform a quick but thorough assessment of a consular operation and prioritize needed changes or improvements.
- Provide useful guidance and long-distance oversight to relatively inexperienced officers who will be the only consular officer at a small or remote post.
- Work appropriately and productively with client post's country teams.
- Manage RCO budgets.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Human Resource Management
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Management of Resources
✓ Operational Effectiveness
✓ Problem Solving
✓ Professional Expertise
✓ Team Building

Audience: Department of State Foreign Service Officers preparing for assignment or nearing completion of first year as Regional Consular Officers. To enroll, once approved, apply online or through HR/CDA.

Schedule: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/25

Consular FSN and Consular Agents

Consular Agents' Workshop

Course Code PC107
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

These periodic workshops provide consular agents and consular agency staff an opportunity to share their experiences, ideas and challenges with each other and with Department of State colleagues. Particular attention is focused on management issues, ethics, communicating with the supervisory post, the challenge of providing American citizens services in remote locations and standard operating procedures. Participants attend presentations by experts from the Department's Bureau of Consular Affairs and other U.S. government agencies responsible for provision of services and federal benefits to American citizens overseas.

Course Objectives:
- Increased understanding of the policy context of consular services.
- Greater familiarity with support and liaison functions of offices within the Bureau of Consular Affairs.
- Increased skills and knowledge for performing consular agency services to American citizens.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Problem Solving

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 71 and *PC418 Consular Fees: Training for the Agent*, page 92.

Audience: Department of State direct-hire consular agents and consular agency staff. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable approximately two months' prior to each workshop.

Schedule: Five days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Fraud Prevention Workshop for Foreign Service Nationals

Course Code PC542
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course offers intensive exposure to salient issues, procedures and policies relevant to the detection and prevention of visa, passport and other consular fraud. Topics covered include recognition of fraudulent documents, detection of impostors, investigative and interviewing and content analysis techniques, priorities and resources, petition revocation, performing validation studies, becoming familiar with regional fraud trends, working with Diplomatic Security and the Department of Homeland Security and training others in fraud detection and prevention. Students will also have the opportunity to meet with representatives from those offices within the Department of State, principally the Bureau of Consular Affairs, and other USG agencies with which they interact on a regular basis. Course provides appropriate-level training on counter terrorism techniques. Also provides for Foreign Service Nationals professional development and enhancement of leadership and management skills.

Course Objectives:
- Train FSNs to identify fraudulent documents and detect impostors.
- Establish fraud investigation priorities and procedures.
- Clarify FSN role in thwarting Consular malfeasance.

Audience: Department of State direct-hire Foreign Service Nationals at the FSN-06 level or above, with prior experience in fraud detection. Request for nominations will be announced via cable approximately two months' prior to each workshop. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/24

Immigration Law and Visa Operations

Course Code PC102
See Distance Learning, page 94.

Nationality Law/ Consular Procedures

Course Code PC103
See Distance Learning, page 94.

Overseas Citizens Services

Course Code PC104
See Distance Learning, page 95.

Regional Workshop for Consular Foreign Service Nationals

Course Code PC106
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

These annual regional workshops cover the full range of consular services, emphasizing issues that are especially salient or problematic for posts in a specific region. Participants attend presentations by experts from the Department's Bureau of Consular Affairs and other U.S. government agencies responsible for immigrant and nonimmigrant visa processing and for provision of services to American citizens including passports, federal benefits and children's issues. Participants also discuss management issues including how to manage up, how to lead and supervise effectively, how to manage one's career and how to identify and incorporate standard operating procedures into post operations.

Course Objectives:
- Develop appreciation for consular skills outside of the FSN's usual functional area.
- Develop a network of regionally based colleagues on whom FSNs can call for future assistance.
- Learn about most recent policy, procedural and technical developments in NIV, ACS, IV, Passports and Consular Outreach.
- Professional development, including managing stress and change, and leadership skills.

Prerequisite: Nominees must have completed one of the following courses: *PC102 Immigration Law and Visa Operations*, *PC103 Nationality Law/Consular Procedures*, and *PC104 Overseas Citizens Services*, page 94-95.

Audience: Department of State Foreign Service Nationals at the FSN-07 level or above who have at least two years' experience in consular work and who expect to remain in U.S. government employment for at least five more years. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable approximately two months prior to each workshop. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/24

Workshop for Senior American Citizen Services Foreign Service Nationals

Course Code PC122
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course offers an intensive overview of American Citizen Services and passport issues relating to the provision of such services overseas. Participants attend lectures and discussions focused on specific aspects of the American Citizen Services and passport functions, including financial and medical assistance, death cases, legal issues, crisis management, customer service, child abduction, victim assistance, international adoption and non-emergency services. Participants meet with policy-makers from the Bureau of Consular Affairs to discuss trends and priorities relevant to the ACS function.

Course Objectives:
- Utilize Department contacts and resources effectively in order to assist American citizens overseas.
- Plan for potential crises, including evacuations.
- Learn about most recent policy, procedural and technical developments in American Citizen Services.
- Learn about most recent policy, procedural and technical developments in citizenship and nationality issues.
- Professional development, including managing stress, change and leadership skills.

Audience: Department of State direct-hire Foreign Service Nationals at the FSN-07 level or above who have at least two years experience in the American Citizen Services function and who expect to remain in U.S. government employment for at least five more years. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable approximately two months' prior to each workshop. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Workshop for Senior Immigrant Visa Foreign Service Nationals

Course Code PC123
For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course focuses on the issues, procedures and policies relevant to the processing of U.S. immigrant visas. Participants attend presentations by experts from the Department's Bureau of Consular Affairs and other U.S. government agencies responsible for immigrant visa processing. When feasible, the course also includes a one-day visit to the National Visa Center in Portsmouth, New Hampshire, to observe the processing of immigrant visa cases and to consult with relevant NVC employees on post-specific issues, and to the Department of Homeland Security's Processing Center in St. Albans, Vermont, to interact with Department of Homeland Security colleagues and learn about the other parts of the IV petition process.

Course Objectives:
- Identify and contact the appropriate Department and DHS offices for assistance and guidance on immigrant visa cases.
- Manage IV cases and workload so as to conserve resources and improve customer service.
- Learn about most recent policy, procedural and technical developments in immigrant visas.
- Professional development, including managing stress and change and leadership skills.

Prerequisite: *PC102 Immigration Law and Visa Operations*, page 94.

Audience: Department of State direct-hire Foreign Service Nationals at the FSN-07 level or above who have at least two years experience in immigrant visa function and who expect to remain in U.S. government employment for at least five more years. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable approximately two months prior to each workshop. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Workshop for Senior Nonimmigrant Visa Foreign Service Nationals

Course Code PC121

For information, call 703-302-7164 or e-mail FSICONS@state.gov.

This course offers intensive exposure to salient issues, procedures and policies relevant to the nonimmigrant visa process. The course provides students with the opportunity to meet with representatives from those offices within the Department of State (principally the Bureau of Consular Affairs) and other U.S. government agencies with which they interact on a regular basis.

Course Objectives:

- Direct inquiries or requests for assistance to the appropriate action office within the Bureau of Consular Affairs.
- Manage nonimmigrant visa workload so as to enhance customer service and conserve resources.
- Learn about most recent policy, procedural and technical developments in nonimmigrant visas.
- Professional development, including managing stress, managing change and leadership skills.

Prerequisite: Participants must have completed *PC102 Immigration Law and Visa Operations*, page 94.

Audience: Department of State direct-hire Foreign Service Nationals at the FSN-07 level or above who have at least two years experience in immigrant visa function and who expect to remain in U.S. government employment for at least five more years. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable approximately two months prior to each workshop. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

The following section provides information on FSI-produced distance learning courses (to include all delivery methods — text-based, online, CD-ROM, etc.) and FasTrac courses. Any courses developed by FSI require individual requests for training for each course with proper approvals. Unless otherwise noted in the description, most courses have a 90-day time period in which to complete the material. FasTrac requires just one request; however, it does not require any approvals to access the entire course library, and no limits. For any questions not answered in the following section, contact FSIRegistrar@state.gov.

"Distance Learning" is defined as any formal coursework[1] for which credit is granted, where the instructor and student are separated geographically or where there may not be an instructor; however, instructional tools are built into the course. Distance learning may be "synchronous" (i.e., live, real-time course delivery using a variety of communication modes) or "asynchronous" (i.e., any training where interaction is delayed or there is no direct interaction with an instructor). Within distance learning, there are several delivery methods which can be considered synchronous, asynchronous or both:

Blended (Asynchronous/Synchronous): Any possible combination of educational delivery methods (i.e., classroom with online, online with text-based, classroom with CD-ROM, online and CD-ROM, etc.) that maximizes the student's learning experience.

CD-ROM (Asynchronous): Instruction provided on a compact disc, with read-only-memory, designed to store computer data in the form of text and graphics. The format may be interactive through the use of a variety of technologies; however, the exchange of information is not. Communication with a Department contact may be available as directed in the specific course description.

DVC (Synchronous): Instruction provided via a "digital video conference," allowing for real-time, synchronous communication between students and the instructor using a two-way audio, two-way video feed. Multiple visuals can also be incorporated such as PowerPoint and video, making this delivery method one of the most interactive available.

Online (Asynchronous/Synchronous): Instruction is provided via the Department of State's OpenNet or the Internet, usually through the FSI LearnCenter. In most cases, all communication between instructor and student is electronic, as is the submission of assignments and examinations.

Text Based (Asynchronous): Instruction provided by mail, through the exchange of lessons and examinations between the Department and the student. Materials are text-based; communication with a Department contact is available via e-mail.

In some courses, you can set your own pace; in others, you will be mentored, or guided by an instructor. Distance learning is a convenient and highly personalized way to learn.

[1]FSI utilizes a variety of multimedia elements in both its distance learning and classroom training such as podcasts, video clips, audio files, etc. which can be accessed on-demand.

This section consists of two main distance learning collections: the FasTrac Distance Learning Program and the FSI Distance Learning Courses. The FSI Distance Learning Course collection is divided into 17 subsections:

- Area Studies, page 80.
- Computer and Communications Systems Technology Skills, page 81.
- Computer End-User Skills, page 85.
- Consular Training, page 91.
- Economic Training, page 96.
- English Language Training, page 99.
- Language Training, page 99.
- Leadership Management Training, page 106.
- Management Tradecraft, page 108.
- Office Management Training, page 131.
- Orientation, page 132.
- Political Training, page 133.
- Public Diplomacy, page 134.
- Reconstruction, Stabilization and Conflict Transformation, page 138.
- Security, page 139.
- Training Skills, page 141.
- Transitions, page 141.

Within each subsection, courses are listed alphabetically. Please see the main table of contents, the Distance Learning Quick Guide, page 26, or the index for a complete course listing.

FasTrac Distance Learning Program

Online
For more information, e-mail the Distance Learning Coordinator at FSIREGISTRAR@state.gov.

FasTrac is a government-wide distance learning program comprised of thousands of courses in business, information technology, leadership and management, among others. Funded through FSI, the program is available on the Internet via the FSI LearnCenter, allowing access at anytime, anywhere — from home, work or wherever is convenient. A single password provides access to the entire course library on an annual basis, and is renewable, provided the user completes a minimum of one course per year. Certain minimum system requirements are necessary. The courses are self-paced and usually take between one and eight hours to complete. No approvals are required; however, employees should discuss course selections with their supervisor regardless of whether they use the program during work hours or from home. An agreed-upon amount of time during duty hours should be allocated for this distance learning effort.

Schedule: Courses are offered on demand.

Audience: Department of State direct-hire (FS, CS, LE Staff) and their eligible family members who are between ages 18-21 years old. To enroll, apply online at http://fsi.state.gov/fastrac.

FSI Distance Learning Courses

Area Studies

Egypt: Cultural Interactions and Connections

Course Code AR940
Online

This course is designed to provide an overall understanding of Egypt, Egyptian cultural values and associated behaviors that impact how American diplomats and embassy staff interact and negotiate in Egypt.

Course Objectives:
- Become observant and culturally aware.
- Utilize our cross-cultural understanding to accomplish tasks and to live and work effectively.
- Feel more confident in social situations and in public life.
- Foster good relations between the American diplomatic community and the Egyptian people.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees and their eligible family members who are 18 years or older. Other agency employees and their EFMs may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Russia: Cultural Interactions and Connections

Course Code AR950
Online

This course is designed to provide an overall understanding of Russia, Russian cultural values and associated behaviors that impact how American diplomats and embassy staff interact and negotiate in Russia.

Course Objectives:
- Become observant and culturally aware.
- Utilize our cross-cultural understanding to accomplish tasks and to live and work effectively.
- Feel more confident in social situations and in public life.
- Foster good relations between the American diplomatic community and the Russian people.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Professional Expertise

Audience: Department of State direct-hire employees (FS, CS, LE Staff) and their eligible family members who are 18 years or older. Other agency employees and their EFMs may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Ukraine: Cultural Interactions and Connections

Course Code AR965
Online

This course is designed to provide an overall understanding of Ukraine, Ukrainian cultural values and associated behaviors that impact how American diplomats and embassy staff interact and negotiate in the Ukraine.

Course Objectives:
- Become observant and culturally aware.
- Utilize our cross-cultural understanding to accomplish tasks and to live and work effectively.
- Feel more confident in social situations and in public life.
- Foster good relations between the American diplomatic community and the Ukrainian people.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Professional Expertise

Audience: Department of State direct-hire employees (FS, CS, LE Staff) and their eligible family members who are 18 years or older. Other agency employees and their EFMs may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Computer and Communications Systems Technology Skills

Basic Emergency and Evacuation Radio Skills

Course Code YW280
Online

This course provides family members with the knowledge and skills necessary to use handheld radios, such as XTS-3000 and HT-1250, their battery chargers and perform radio checks.

Course Objectives:
- Identify button functions of your radio.
- Perform a radio check.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Technical Skills

Recommended Preparation: Have your XTS-3000 or HT-1250 handy for review.

Audience: Primarily Department of State eligible family members; however, DoS direct-hire (FS, CS, LE Staff) employees, assigned to post, may also enroll. Appropriate for children ages 12 and above. Children between the ages of 7-12 may also enroll; however, it is highly recommended that a parent or guardian sit through the course for guidance, regardless of the child's age. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Data Networks, Introduction to

Course Code YW600
Online

The course combines the best of instructor-led and distance learning formats over a two-week period. During the course, students participate in classes or study for a portion of the day, and can perform regular work assignments during the other portion. This course identifies basic networking principles that include various transmission methods, interfaces, protocols and topologies used with a data network. The OSI reference model is used to illustrate how data is processed at various layers and how a variety of data formats products are used. Students will learn IP subnetting in a clearly defined format. Lastly, the course discusses the management tools used to test and monitor a data network.

Course Objectives:
- Provide an understanding of the history and basic concepts of data networking.
- Identify the components of the OSI Reference Model along with the protocol stack architecture, header content, and the types of products used at each layer.
- Recognize different classes of IP addresses and understand IP subnetting.

- Diagnose and troubleshoot network problems following specified techniques and procedures.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: To complete this course successfully, students must pass a final exam.

Training Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS, CS) employees who require a thorough understanding of introductory-level data networking. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 10 days to complete this 40-hour course.

Minimum/Maximum: 2/15

Diplomatic Telecommunications Service Satellite Communications, Introduction to

Course Code YW435
Classroom/Online

Introduction to DTS Satellite Communications provides a basic understanding of satellite communications in the Diplomatic Telecommunications Service Network. This course will cover radio wave theory, satellite communications history, theory and application in the DTS Network. The course will also include: decibel, power, frequency theory, system testing and an overview of all current WTC-procured Satcom systems.

Course Objectives:
- Identify radio wave theory, satellite communications history, theory and application in the DTS Network.
- Identify decibel, power, frequency theory, system testing and an overview of all current WTC procured Satcom systems.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Training Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS, CS) engineering, operations and telecommunications employees who require an understanding of basic SATCOM theory. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have two weeks to complete this 40-hour course.

Minimum/Maximum: 2/8

FASTNet Core Operations and Maintenance

Course Code YW303
Classroom/Online

The *Foreign Affairs SBU Transport Network Core Operations and Maintenance* course provides the student with an understanding of the legacy, current and emerging technologies utilized in the Diplomatic Telecommunications Services network. This course describes the functional, operational and configuration essentials of the components and processes utilized in the Core/Regional Relay Facilities. FASTNet Post (embassy/consulate) systems and associated components will be briefly discussed. Connectivity between Core and Post systems will be demonstrated. Topics in this course include Core-level Juniper routers, Juniper encryption devices, Juniper (TDMoIP) multiplexers, Cisco (VoIP) routers, Cisco switches, IBM/ACS AlterPath management servers and Zyfer GPS equipment as well as other ancillary devices deployed as part of the DTS FASTNet Core environment. Signal flow and troubleshooting techniques are emphasized throughout this course.

Course Objectives:
- Identify Juniper routers.
- Identify Cisco routers and switches.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Prerequisite: *YW302 FASTNet Post Operation and Maintenance*, page 83.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final exam.

Training Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State Foreign Service operations employees who are expected to maintain the operational readiness of DTS telecommunication equipment, facilities and circuitry at the Core/RRF level. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have 21days to complete this 40-hour course.

Minimum/Maximum: Classroom: 2/4
Online: 2/20

FASTNet Post Operation and Maintenance

Course Code YW302
Classroom/Online

This course provides an operational and functional foundation for understanding components and processes utilized in the DTS new architecture network. The student will be introduced to situational and operational procedures for, but not limited to Post level Juniper routers, Cisco routers (Voice over IP), Netscreen Encryption/Firewall devices, Post level Juniper TDM over IP devices (CTP – Circuit to packet and CommSync II (Network Time/Clocking)).

Course Objectives:
- Use the DTS new architecture network.
- Operate Juniper routers, Cisco routers, Netscreen Encryption/Firewall devices, Post level Juniper TDM over IP devices (CTP – Circuit to packet and CommSync II (Network Time/Clocking)).

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET.

Exam Requirement: Successful completion of this course requires the student to achieve a passing score on the final written exam.

Training Access: Students enrolled in online (Internet) training will receive logons and Web site address through SAIT. For additional information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS, CS) employees and contractor personnel directly involved with basic day-to-day handling of the Diplomatic Telecommunications Service network. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule:
Classroom: Five days; 8:00 a.m. to 4:00 p.m.
Online: Students have 21 days to complete this 40-hour course.

Minimum/Maximum: Classroom: 2/4
Online: 2/20

ILMS Diplomatic Pouch and Mail - Domestic Inbound Pouch Processor

Course Code YW461
Online

Students learn general information about the Diplomatic Pouch and Mail process as it relates to ILMS processing and also learn how to process inbound pouches. Students learn how to receive inbound pouches, registered items and how to generate the necessary documentation. The course is intended for only domestic users who process domestic inbound pouches.

Course Objectives:
- Receive registered items into ILMS DPM.
- Generate local invoice in ILMS DPM.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, LE Staff) employees responsible for receiving inbound pouches and registered items. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this six-hour course.

ILMS Diplomatic Pouch and Mail - Domestic Outbound Pouch Processor

Course Code YW460
Online

Students learn general information about the Diplomatic Pouch and Mail process as it relates to ILMS processing and also learn how to process outbound pouches using Build and Modify Pouches. Training includes how to generate the Pouch Invoices through ILMS. This course is intended for only domestic users who process domestic outbound pouches.

Course Objectives:
- Build an outbound pouch in ILMS DPM.
- Modify an outbound pouch in ILMS DPM.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have the responsibility for building outbound pouches and creating the necessary pouch documentation. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this six-hour course.

ILMS Diplomatic Pouch and Mail - Domestic Receipt Processor

Course Code YW466
Online

Students learn general information about the Diplomatic Pouch and Mail process as it relates to ILMS processing and also learn how to process domestic receipt items using "Add" and "Modify Acct" Items. The course is intended for only domestic users who process domestic receipt items.

Course Objectives:
- Receive an accountable item into ILMS DPM.
- Modify an accountable item in ILMS DPM.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for entering accountable item information into ILMS DPM. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

ILMS Diplomatic Pouch and Mail - Domestic Shipment Processor

Course Code YW465
Online

Students learn general information about the Diplomatic Pouch and Mail process as it relates to ILMS processing and also learn how to generate the necessary shipping documentation and how to dispatch their outbound shipments to the destination post. The course is intended for only domestic users who process domestic shipments.

Course Objectives:
- Generate a shipment in ILMS DPM.
- Dispatch a shipment in ILMS DPM.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS) employees responsible for generating outbound shipping documentation and dispatching outbound shipments - domestic only. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this six-hour course.

ILMS Diplomatic Pouch and Mail - Overseas Class Vault User

Course Code YW464
Online

Students learn the outbound and inbound processes in IMLS necessary for processing Diplomatic pouches. Training will give an explanation of all diplomatic pouch and mail processes and terms, as well as provide detailed descriptions on system capabilities. Simulations guide the student through the process. The training is intended for all overseas classified pouch users that are just coming online, as well as new employees at overseas posts that already use ILMS.

Course Objectives:
- Process outbound registered items and pouches.
- Receive inbound pouches and registered items.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for building and receiving diplomatic classified pouches at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 12-hour course.

ILMS Diplomatic Pouch and Mail - Overseas Mailroom User

Course Code YW462
Online

Students learn the outbound and inbound processes in ILMS necessary for processing Diplomatic pouches. Training will give an explanation of all diplomatic pouch and mail processes and terms, as well as provide detailed descriptions on system capabilities. Simulations guide the student through the process. The training is intended for all overseas mailroom users that are just coming online, as well as new employees at overseas posts that already use ILMS.

Course Objectives:
- Process outbound registered items and pouches.
- Receive inbound pouches and registered items.

OPM Competencies Addressed:
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/intranet Browser Navigation) and a working knowledge of Diplomatic Pouch and Mail.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for building and receiving diplomatic pouches in the mailrooms of overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 12-hour course.

IT Contingency Planning

Course Code YW463
Online

This course provides students with the knowledge and skills necessary to develop and implement an IT Contingency Plan. Students are introduced to Business Continuity Planning, Business Impact Analysis and recovery strategies within an organization. The instruction provided is based on specific State Department-issued IT Contingency Planning guidelines. Additionally, this course reinforces the importance of an IT Contingency Plan to post and overall mission of the Department of State in the event of an emergency.

Course Objectives:
- Demonstrate the basic knowledge required to develop, maintain and implement an IT Contingency Plan.

OPM Competencies Addressed:
✓ Accountability
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) Information Technology employees assigned overseas or DoS direct-hire domestic and LE Staff LAN administrators. To enroll, apply online or through HR/CDA (see page 2).

Schedule: Students have 90 days to complete this six-hour course.

Telephone Security, Introduction to

Course Code YW141
Online

This course covers telephone security concepts based on Department of State telephone security policies and procedures as well as the Telephone Security Group Standards. The emphasis is on the technical aspects of telephone security, but the course also addresses the philosophy of security at overseas posts as it pertains to Information Management personnel. Telephone system access, TSG-approved equipment and procurement are also covered. This course is a mandatory prerequisite for all follow-on telephone courses.

Course Objectives:
- Identify telephone security.
- Identify purchasing requirements for TSG non-secure telephones.

OPM Competencies Addressed:
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Security including Management of Sensitive and Classified Material, Information and Infrastructure

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS) Information Resource Management personnel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Computer End-User Skills

MS Office 2007: Excel – Mentored, Advanced

Course Code PS583
Mentored/Online

This course, along with *PS582 Beginning Excel-Mentored* maps to the Microsoft Office Specialist certification objectives for the Excel 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in advanced Excel skills. The course is composed of three units. An instructor will provide guidance through the units on a weekly basis. The instructor will monitor the student's progress and provide assistance as needed via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *moadexa01 Advanced Formatting in Excel 2007*
- *moadexa02 Advanced Data Management in Excel 2007*
- *moadexa03 Advanced Customization in Excel 2007*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Prerequisite: *PS582 MS Office 2007: Beginning Excel – Mentored*, page 86 or *PS561 Excel Level One*, page 60.

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Excel and/or employees pursuing the MOS Excel 2007 Certification. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: Excel – Mentored, Beginning

Course Code PS582
Mentored/Online

This beginning course maps to the Microsoft Office Specialist certification objectives for the Excel 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in basic Excel skills. The course is comprised of five units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *mobgexa01 Getting Started with Excel 2007*
- *mobgexa02 Manipulating and Formatting Data and Worksheets*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Excel and/or employees pursuing the MOS Excel 2007 Certification. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: Outlook – Mentored, Advanced

Course Code PS594
Mentored/Online

Mentored training is one option for those interested in MS Office Suite training. Comprised of six FasTrac course units, the course allows students to study at their own pace from any Internet computer with the opportunity to contact an instructor for assistance, or to answer questions, as needed. Once you are enrolled, the school will contact you to provide instructor contact information.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *moadol01 Customizing Outlook 2007 and Using the Journal*
- *moadol02 Configuring Rules, Alerts and Junk E-Mail Settings in Outlook 2007*
- *moadol03 Working with SharePoint, Calendars and Forms in Outlook 2007*
- *moolpua01 Data Security, Archiving, and Working Offline in Outlook 2007*
- *moolpua02 Instant, Text, and Unified Messaging in Outlook 2007*
- *moolpua03 Business Contact Manager with Outlook 2007*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Prerequisite: *PS584 MS Office 2007: Beginning Outlook-Mentored*, page 87.

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program

is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Outlook and/or employees pursuing the MOS Outlook 2007 Certification. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: Outlook – Mentored, Beginning

Course Code PS584
Mentored/Online

This beginning course maps to the Microsoft Office Specialist certification objectives for the Outlook 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in basic Outlook skills. The course is comprised of five units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *mobgola01 Getting Started with Outlook 2007*
- *mobgola02 Formatting and Managing E-mail in Outlook 2007*
- *mobgola03 Using the Calendar in Outlook 2007*
- *mobgola04 Using Contacts, Tasks, Notes, and Customizing the Interface in Outlook 2007*
- *mobgola05 Completing Searches, Printing Items, and Working with RSS Feeds in Outlook 2007*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at (703) 302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Outlook and/or employees pursuing the MOS Outlook 2007 Certification. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: PowerPoint – Mentored, Advanced

Course Code PS595
Mentored/Online

Mentored training is one option for those interested in MS Office Suite training. Comprised of two FasTrac course units, the course allows students to study at their own pace from any Internet computer with the opportunity to contact an instructor for assistance, or to answer questions, as needed. Once you are enrolled, the school will contact you to provide instructor contact information.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *moadppa01 Creating Custom Slides in PowerPoint*
- *moadppa02 Distributing Presentations in PowerPoint*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Prerequisite: *PS585 MS Office 2007: Beginning PowerPoint – Mentored*, page 88, or *PS570 MS PowerPoint Level One*, page 63.

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at (703) 302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of PowerPoint and/or employees pursuing the MOS PowerPoint 2007 Certification. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: PowerPoint – Mentored, Beginning

Course Code PS585
Mentored/Online

This beginning course maps to the Microsoft Office Specialist certification objectives for the PowerPoint 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in basic PowerPoint skills. The course is comprised of three units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of PowerPoint and/or employees pursuing the MOS PowerPoint 2007 Certification. To enroll, apply online or through HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: Word – Mentored, Advanced

Course Code PS581
Mentored/Online

This course, along with Beginning Word, maps to the Microsoft Office Specialist certification objectives for the Word 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in advance Word skills. The course is comprised of three units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *moadwd01 Advanced Formatting in Word 2007*
- *moadwd02 Advanced Document Navigation and Document Reviews in Word 2007*
- *moadwd03 Using Tables, Charts, and Graphics in Word 2007*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Prerequisite: *PS580 MS Office 2007: Beginning Word – Mentored*, page 88.

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Word and/or employees pursuing the MOS Word 2007 Certification. To enroll, apply online or through HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

MS Office 2007: Word – Mentored, Beginning

Course Code PS580
Mentored/Online

This beginning course maps to the Microsoft Office Specialist certification objectives for the Word 2007 exam. Learners completing these courses should be well prepared for the MOS certification exams, and have a solid foundation in basic Word skills. The course is comprised of five units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via e-mail or phone.

For those interested in non-mentored training, courses are available through FasTrac, see page 80 or MOS 2007 Exam Prep Option on page 89.

Course Units:
- *mobgwda01 Getting Started with Word 2007*
- *mobgwda02 Working with Text and Paragraphs in Word 2007*

- *mobgwda03 Structuring, Editing, Saving, and Opening Documents in Word 2007*
- *mobgwda04 Printing, Help, and Automated Formatting in Word 2007*
- *mobgwda05 Working with Documents in Word 2007*

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources

Exam Requirement: Course completion is conditioned on passing each FasTrac course with a final score of 80% or better.

Upon successful completion of the appropriate MS2007 FasTrac courses (i.e., 80% or higher average for each course), students are eligible for a voucher to take the certification exam at no cost. Please e-mail your FSI official student transcript (in the order listed on the Web site) to the FSI Test Center at: AmayaJR@state.gov (FSI Test Center Administrator, Mr. Jose Amaya) or fax at 703-302-7402. Examinees will be responsible for any fee/cost associated with exam (i.e., proctoring fee, administration fee, travel or per diem, etc.). This program is open to all Department of State Foreign Service, Civil Service and Foreign Service National employees.

Training Access: This course utilizes the content found in the FasTrac Distance Learning Program. If not enrolled in FasTrac, first visit http://fsi.state.gov/fastrac to request logon (see page 80). FasTrac units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Word and/or employees pursuing the MOS Word 2007 Certification. To enroll, apply online or through HR/CDA.

Schedule: Students have six weeks to complete course units. Each unit requires 1½ to two hours to complete.

Microsoft Office Specialist 2007 Exam Prep Option

FasTrac Distance Learning Program
Online

If Department of State direct-hire employees are unable to attend instructor-led training to prepare for MOS exams, another approach is to complete the FasTrac distance learning units on their own (see page 80). Upon completion with a score of 80% or higher in each module, an exam voucher is available free of charge. Students have 90 days, starting from the date they complete all the prerequisites, to obtain the exam voucher and complete the exam. FasTrac completion certificates will be submitted for validation and approval to the SAIT testing center. Once approved, students will have three to five days to take the exam.

Course completion certificates must be submitted, in the order listed, to the FSI Test Center via e-mail at AmayaJR@state.gov or faxed to 703-302-7402. Examinees will be responsible for any fee/cost associated with the exam, (i.e. proctoring fee, administration fee, travel or per diem, etc.). The administration fee can occur when a student takes an exam at a local/off-site testing center. When our students use the local testing center in Bangkok, they incur an additional $50.00 admin fee. The proctoring fee occurs, when a test center pays to have a person oversee the exam. Ft. Lauderdale has a testing center; however, proctoring is available on an "as-needed" basis thereby incurring a fee. (The proctor is certified by Certiport to monitor the exam.) Student taking an exam at FSI, no additional administration fee/proctor fee is incurred.

MS ACCESS 2007 MOS Preparation
- mobgaca01 Getting Started with Access *2007*
- *mobgaca02 Basic Access 2007 Tables*
- *mobgaca03 Basic Access 2007 Forms*
- *mobgaca04 Queries and Reports in Access 2007*
- *moadaxa01 Importing and Exporting Data and Data Presentation in Access 2007*
- *moadaxa02 Advanced Data Management in Access 2007*

Average time required: 14 hours.
Microsoft's Prep Guide for Exam 77-605
http://www.microsoft.com/learning/exams/77-605.mspx.

MS EXCEL 2007 MOS Preparation
- *mobgexa01 Getting Started with Excel 2007*
- *mobgexa02 Manipulating and Formatting Data and Worksheets*
- *mobgexa03 Reviewing and Printing in Excel 2007*
- *mobgexa04 Excel 2007 Formulas and Functions*
- *mobgexa06 Excel 2007 Charts, Pictures, Themes, and Styles*
- *moadexa01 Advanced Formatting in Excel 2007*
- *moadexa02 Advanced Data Management in Excel 2007*
- *moadexa03 Advanced Customization in Excel 2007*

Average time required: 16 hours.
Microsoft's Prep Guide for Exam 77-602
http://www.microsoft.com/learning/exams/77-602.mspx.

MS OUTLOOK 2007 MOS Preparation
- *mobgola01 Getting Started with Outlook 2007*
- *mobgola02 Formatting and Managing E-mail in Outlook 2007*
- *mobgola03 Using the Calendar in Outlook 2007*
- *moadol01 Customizing Outlook 2007 and Using the Journal*
- *moadol02 Configuring Rules, Alerts, and Junk E-mail Settings in Outlook 2007*
- *moadol03 Working with SharePoint, Calendars, and Forms in Outlook 2007*

Average time required: 18½ hours.
- Microsoft's Prep Guide for Exam 77-604 http://www.microsoft.com/learning/exams/77-604.mspx.

MS POWERPOINT 2007 MOS Preparation
- *mobgppa01 Getting Started with PowerPoint 2007*
- *mobgppa02 Adding Graphics to Presentations in PowerPoint 2007*
- *mobgppa03 Adding Multimedia and Animations to Presentations*
- *moadppa01 Creating Custom Slide Shows in PowerPoint 2007*
- *moadppa02 Distributing Presentations in PowerPoint 2007*

Average time required: 6 hours.
Microsoft's Prep Guide for Exam 77-603
http://www.microsoft.com/learning/exams/77-603.mspx.

MS WORD 2007 MOS Preparation
- *mobgwda01 Getting Started with Word 2007*
- *mobgwda02 Working with Text and Paragraphs in Word 2007*
- *mobgwda03 Structuring, Editing, Saving, and Opening Documents in Word 2007*
- *mobgwda04 Printing, Help, and Automated Formatting in Word 2007*
- *mobgwda05 Working with Documents in Word 2007*

- *moadwd01 Advanced Formatting in Word 2007*
- *moadwd02 Advanced Document Navigation and Document Reviews*
- *moadwd03 Using Tables, Charts, and Graphics in Word 2007*

Average time required: 15½ hours.
Microsoft's Prep Guide for Exam 77-601
http://www.microsoft.com/learning/exams/77-601.mspx.

SMART End-User Training

Course Code PS531
Classroom/DVC/Webinar

This course was designed for domestic and overseas customers, provides instructor-led training, mentored distance learning training, webinar training, or audience presentations on the State Messaging and Archive Retrieval Toolset. During the course, students are provided an overview of SMART such as how to configure their SMART accounts, review and complete exercises on SMART working messages, archive SMART messages, SMART Mailbox management, SMART Search, and a number of other SMART-related tasks that will provide the basis for end users to be fully functional within SMART. The course reinforces and adds value to the *PS530 SMART Messaging: A Course for Users* course, page 90.

Course Objectives:
- Complete steps required to set-up SMART account.
- Perform the steps to create a Working Message with sensitivity markings.
- Perform the steps to build an Archive Message (record e-mails and unclassified cables) with all necessary metadata and to release the Archive Message.
- Use the special features of SMART including: Requesting a Read or Delivery Receipt, Archive Message Templates and Convert Working to Archive.
- Search the SMART database for Archive Messages.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PK324 TAGS and Terms*, *PK207 Files and Records Management*, page 131-132; and a working knowledge of Outlook 2007 (or more recent version approved by the Department) and Review of the Department of State Classification Guide for ClassNet users on ClassNet system.

Prerequisite: *PS530 SMART Messaging: A Course for Users*; available on the Department of State OpenNet. Visit https://fsicsapps.fsi.state.gov/Smartreg/Login.aspx to complete training.

Audience: Department of State direct-hire employees and contractors who have a current Department of State OpenNet user account. To enroll, apply online or through HR/CDA. Non-DoS students should take *PS530 SMART Messaging: A Course for Users*, which is available on the Department's OpenNet Web site at http://fsi.state.gov (see page 90).

Schedule: Classroom, Webinar or DVC: Two hours; between 9:00 a.m. and 4:00 p.m.

SMART Messaging: A Course for Users

Course Code PS530
DoS Intranet (OpenNet)

This course provides online training for end-users of the State Messaging and Archive Retrieval Toolset application. Areas of discussion will include the following: Introduction, Overview, Working Messages, Archive Messages, Other Features and SMART Search.

Course Objectives:
- Explain the purpose and value of SMART and define associated terminology.
- Perform the steps to create a Working Message with classification and sensitivity markings.
- Perform the steps to build an Archive Message with all necessary metadata and to release the Archive Message.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Technical Skills

Prerequisite: Working experience with Outlook.

Recommended Preparation: *PK324 Tags and Terms*, page 132.

Training Access: Course is available on the Department of State OpenNet. Visit https://fsicsapps.fsi.state.gov/Smartreg/Login.aspx to begin course.

Audience: Department of State direct-hire (FS, CS, LE Staff) non-technical employees who will view, edit, send and search messages on the SMART system. This training is open to third-party contractors with a job-related need as stated above.

Schedule: The course takes approximately one-hour to complete.

SMART Messaging: A Course for System Administrators

Course Code PS532
Webinar

This computer-based, self-study learning event is for domestic and overseas individuals serving as State Messaging Archive and Retrieval Toolset Systems Administrators in the proper administration and maintenance of the SMART environment. Upon successful completion of this course, participants will be able to complete System Administrator tasks essential to the maintenance of the SMART Messaging System at a post location.

Course Objectives:
- Installation and configuration of workstation software.
- Differentiate between dissemination rules and Role-Based Access Control.
- Modify post or bureau data following Main State Messaging Center provisioning.
- Create, share, and modify dissemination rules using Boolean logic.
- Create and provision new users.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

✓ Performance Management and Evaluation
✓ Professional Standards
✓ Professional Expertise
✓ Teamwork

Recommended Preparation: *PS530 SMART Messaging: A Course for Users*, page 90.

Audience: Department of State direct-hire cleared Americans serving as State Messaging Archive and Retrieval Toolset Systems Administrators at post. To enroll, apply online or FS may contact HR/CDA.

Consular Training

Accounting for Consular Fees: Training for the ACO

Course Code PC417
Online
For information e-mail FSICONS@state.gov.

This course provides detailed information to consular employees who will serve as Accountable Consular Officer for consular fees. Topics covered include roles and responsibilities in consular fee collection, use of the Automated Cash Register System, standard operating procedures for collecting consular fees, collection of MRV fees, payments via credit card and maintenance of proper management controls.

Course Objectives:
- Recognize the seriousness of the ACO's responsibilities.
- Describe the role of the ACO, consular cashier, Financial Management Officer and Principal Consular Officer.
- Identify the legal requirements for collecting consular fees and providing receipts.
- Explain the functions of the ACRS and identify the activities the ACO is required to perform relative to the ACRS.
- Describe the procedures involved in collecting consular fees.
- Describe the process for charging credit cards for consular fees, refunding fees collected by credit card and handling disputes or charge-backs.
- Identify how the ACO accounts for MRV fees collected both offsite and onsite.
- Identify management controls that relate to consular fee collection.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must complete the exam with a passing score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) Accountable Consular Officers who are responsible for consular fees. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this three-hour course.

Collecting Consular Fees: Training for the Consular Cashier

Course Code PC419
Online
For information e-mail FSICONS@state.gov.

This course provides detailed information to Foreign Service employees designated as subcashiers for collecting fees in consular sections abroad. Topics covered include roles and responsibilities in consular fee collection, legal requirements for fees and receipts, overview of fee collection, use of the Automated Cash Register System, standard operating procedures for collecting consular fees, payments via credit card and maintaining proper management controls.

Course Objectives:
- Express the importance of the consular cashier's role and responsibilities in collecting consular fees.
- Explain the personal accountability of the consular cashier for funds in his/her custody.
- Identify the principal references and resources relating to collecting and accounting for consular fees.
- Express the importance of following standard operating procedures.
- Describe the activities and procedures the consular cashier carries out in collecting consular fees.
- Describe the roles and responsibilities of others involved in collecting and accounting for consular fees.
- Describe the procedures for accepting payment of consular fees by credit card.
- Identify when refund or waiver of consular fees may be made.
- Describe the records relating to consular fees for which the consular cashier is responsible.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) Foreign Service employees and LE Staff employees who are assigned to consular work (i.e., consular cashiers and alternates). To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this three-hour course.

Combating Trafficking in Persons

Course Code PC406
Online
For information e-mail FSICONS@state.gov.

This course is designed to raise awareness of the patterns involved in trafficking in persons and the resources available if trafficking victims present themselves at a Consular Section. The course outlines the differences between trafficking and human smuggling, the global factors and impact involved, and the assets available to assist in recognizing visa fraud cases that facilitate trafficking.

Course Objectives:
- Raise awareness of patterns of trafficking in persons.
- Learn how to combat trafficking in persons.
- Recognize a potential trafficking victim if they present themselves at a consular section.
- Learn how to respond appropriately to a potential victim and what resources are available to assist.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) consular employees who are assigned abroad and other direct-hire DoS employees, such as Trafficking in Person Coordinators and members of the Regional Security Office who may encounter victims of trafficking as a part of the official duties. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this two-hour course.

Consular Fees: Training for the Consular Agent

Course Code PC418
Online
For information e-mail FSICONS@state.gov.

This course provides detailed information on collecting and accounting for consular fees at consular agencies. Topics covered include: roles and responsibilities in consular fee collection, legal requirements for fees and receipts, overview of fee collection at a consular agency, use of the Automated Cash Register System Stand-Alone Version, standard operating procedures for collecting consular fees, payments via credit card, and maintaining proper management controls.

Course Objectives:
- Recognize the importance of the Consular Agent's role and responsibilities as an Accountable Consular Officer in collecting consular fees.
- Identify the primary references, resources, and legal requirements regarding consular fee collection.
- Describe the use of ACRS-SAV in collecting and accounting for fees at a consular agency.
- Identify daily, end-of-month and periodic procedures at a consular agency for consular fee collection, reconciliation and documentation.
- Describe how consular fees are deposited and accounted for at a consular agency.
- Explain the requirements for collecting consular fees by credit card.
- Explain the importance of following standard operating procedures.
- Identify the management controls that relate to consular fee collection and why they are important at a consular agency.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) consular agents. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete the three-hour course.

Consular Management at a Small Post

Course Code PC533
Online
For information e-mail FSICONS@state.gov.

This course is intended for inexperienced officers assigned as the sole consular officer at a small post where they will be responsible for consular operations with minimal supervision from post senior management and intermittent, usually long-range, advice and assistance from the regional consular officer. The course focuses on consular management concepts, emphasizing the primary importance of adequate management controls, proactive emergency planning and effective staff supervision.

Course Objectives:
- Learn how to establish and maintain adequate internal controls.
- Identify the role and responsibilities of the Accountable Consular Officer in collecting and accounting for consular fees.
- Discover how to establish and maintain an effective visa referral system.
- Understand the responsibility of a supervisor to provide effective communication, motivation and feedback to employees to help them identify and meet performance goals.
- Recognize the importance of managing time as a finite resource and how to apply basic time management techniques.
- Learn how to take advantage of the availability of external resources.

OPM Competencies Addressed:
✓ Accountability
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Operational Effectiveness

Audience: First- and second-tour Department of State Foreign Service Officers assigned as the sole Consular Officer at a small post; and mid-level, non-Consular cone FSOs assigned to a small post in a rotational position with responsibility for consular services. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 120 days to complete the three-hour course.

Consular Management Controls

Course Code PC400
Online
For information e-mail FSICONS@state.gov.

This course will provide consular section managers, particularly those designated as Accountable Consular Officers, with a clear understanding of their duties and personal accountability in implementing management controls for various consular functions. Special attention is paid to policy, procedures, and the personal responsibility of the ACO for safeguarding and accounting for controlled consular items such as visa foils and passports.

Course Objectives:
- Explain what is meant by management controls and internal controls.
- Express the importance of management controls in a consular section.
- Explain the responsibility of the ACO for management controls.
- Identify the principal references and resources relating to consular management controls.
- Express the importance of following standard operating procedures.
- Describe the roles and responsibilities of others involved with consular management controls.
- Describe general concepts of management

controls such as controlled access and procedural integrity and their application to consular operations.
- Describe the activities and procedures relating to safeguarding controlled consular items.
- Explain the use of the Accountable Items automated module in accounting for consular controlled items.
- Describe the records relating to consular management for which the ACO is responsible.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) consular managers, especially those designated as an Accountable Consular Officer. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students will have 90 days to complete this three-hour course.

Consular Task Force Basics

Course Code PC120
Online
For information e-mail FSICONS@state.gov.

This course provides detailed information to all employees who will staff Task Force II, the component of a task force that deals with Americans caught in crises abroad, as well as their families. Topics covered include the role of Task Force II, computer training on the Consular Task Force application, handling task force calls and a practical simulation of Task Force II operations.

Course Objectives:
- Identify the interactions linking Task Force II and the other offices within the Department of State's crisis management structure.
- Prepare for the task force work environment.
- Formulate appropriate responses to caller inquiries.
- Utilize Consular Task Force software to enter and locate subject data.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Resilience

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Workplace Perceptiveness

Exam Requirement: To complete this course successfully, the student must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who may interact with, or serve on, a consular task force. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students will have 90 days to complete this 1½-hour course.

Detecting Fraudulent Documents

Course Code PC544
Online
For information e-mail FSICONS@state.gov.

This course is designed to teach Consular Officers how to determine whether a document has been altered or counterfeited even if the officer has no prior knowledge of the document's original appearance.

Course Objectives:
- Recall the two criteria for judging the authenticity of documents.
- Identify common printing methods.
- Recognize printing defects that are characteristic of counterfeiting.
- Evaluate visual cues for recognizing counterfeit versions of photocopied documents.
- Discuss the significance of signature blocks in detecting counterfeits.
- Develop standards to recognize fraudulent documents.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Professional Expertise

Recommended Preparation: Foreign Service Officers – *PC530 Basic Consular Course*, page 71, and ideally, six months consular experience; Foreign Service Nationals and passport specialist – Completion of the appropriate post or office-specific consular training.

Audience: Primarily Department of State direct-hire (FS, CS, LE Staff) Fraud Prevention Managers, Fraud Prevention Assistants, and Passport Specialists in domestic passport agencies; however, all DoS direct-hire consular and passport office employees are urged to take the course. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Detecting Impostors

Course Code PC128
Online
For information e-mail FSICONS@state.gov.

This course is designed to teach students a proven procedure for identifying impostors, either at the interview window or in photographs.

Course Objectives:
- Learn which consular services are vulnerable to impostors.
- Learn to break down an image in component parts in order to detect differences between two or more faces.
- Learn how to compare and distinguish between different types of facial components.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Professional Expertise

Recommended Preparation: *PC530 Basic Consular Course*, page 71, or six months experience in a job requiring analysis of identity documents bearing photographs (prerequisites to be self-certified by trainee and training officer).

Audience: *Primary* – Department of State direct-hire (FS, CS, LE Staff) fraud prevention managers, staff fraud prevention assistants at posts and at U.S. passport agencies. *Secondary* – DoS direct-hire consular personnel involved in processing visa, passport and "Consular Report of Birth" applications. Other agency employees whose work includes analyzing identity documents bearing photographs may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Examining U.S. Passports

Course Code PC545
Online
For information e-mail FSICONS@state.gov.

This course is designed to teach Consular Officers and Passport Specialists how to identify recent passport books, point out the security features of each version and provide tips on how to determine whether a passport book has been altered or counterfeited.

Course Objectives:
- Locate U.S. passport regulations pertaining to fraud.
- Identify the various versions of the U.S. passport.
- Recognize indicators when searching for frauds.
- Examine security features embedded in the various versions of the U.S. passport.

OPM Competencies Addressed:
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Professional Expertise

Recommended Preparation: Foreign Service Officers – *PC530 Basic Consular Course*, page 71, and ideally, six months consular experience. Foreign Service Nationals and passport specialist – Completion of the appropriate post or office-specific consular training.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Primarily Department of State direct-hire (FS, CS, LE Staff) Fraud Prevention Managers, Fraud Prevention Assistants and Passport Specialists in domestic passport agencies; however, all DoS direct-hire consular and passport office employees are urged to take the course. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Immigrant Visa Petitions: Revocation Guidance

Course Code PC402
Online
For information e-mail FSICONS@state.gov.

This course will provide consular officers an understanding of the full path of an immigrant visa petition, from the petitioner's application to visa issuance or petition revocation, and what role consular officers should play in that process.

Course Objectives:
- Define the purpose, elements, and structure of the IV petition process.
- Identify the roles of each participating agency in the processing of an IV petition.
- Define the variables to be considered by consular decision makers in adjudication of IV petition-based visas.
- Define the criteria for considering a request for revocation of an IV petition.
- Identify when a revocation of an IV petition should be requested.
- Structure a valid request for revocation of an IV petition.
- Submit an IV petition for possible revocation.
- Clarify the post-revocation request process.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operation Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Audience: *Primary* – Department of State direct-hire (FS, CS, LE Staff) employees who are working with immigrant visa petitions in conjunction with visa applications. *Secondary* – This course is open to all DoS direct-hire Consular Agents and Officers assigned to do consular work. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Immigration Law and Visa Operations

Course Code PC102
Online
For information e-mail FSICONS@state.gov.

This course is designed to help the Foreign Service National, or other Department of State employee, understand the large and complex body of immigration laws and regulations with respect to visa operations. The course includes readings, written exercises, quizzes and a final examination. Course covers both immigrant and non-immigrant visas, and visa ineligibilities.

Course Objectives:
- Understand the Immigration and Nationality Act and the regulations found in the Foreign Affairs Manual.
- Recognize basic principles and procedures of consular work.
- Apply knowledge to real-world consular cases.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Primarily Department of State direct-hire Foreign Service Nationals working in consular positions at posts abroad; however, any Department of State direct-hire employee or DoS EFM may enroll. DoS EFMs not employed at post, contact M/DGHR/FLO for approval to attend training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 120 days to complete this 10-hour course.

Nationality Law/ Consular Procedures

Course Code PC103
Online
For information e-mail FSICONS@state.gov.

This course is designed to help the Foreign Service National or other Department of State employee understand the large and complex body of laws and regulations with respect to nationality and passport procedures. The course includes readings, written exercises, quizzes and a final examination.

Course Objectives:
- Understand the Immigration and Nationality Act and the regulations found in the Foreign Affairs Manual.
- Recognize basic principles and procedures of consular work.
- Apply knowledge to real-world consular cases.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Primarily Department of State direct-hire Foreign Service Nationals working in consular positions at posts abroad; however, any Department of State direct-hire employee or DoS EFM may enroll. DoS EFMs not employed at post, contact M/DGHR/FLO for approval to attend training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 120 days to complete this 10-hour course.

Nonimmigrant Visa Petitions: Revocation Guidance

Course Code PC401
Online
For information e-mail FSICONS@state.gov.

This course will provide consular officers an understanding of the full path of a non-immigrant visa petition, from the petitioner's application to visa issuance or petition revocation, and what role consular officers should play in that process.

Course Objectives:
- Define the purpose, elements and structure of the NIV petition process.
- Identify the roles of each participating agency in the processing of an NIV petition.
- Define the variables to be considered by consular decision makers in adjudication of NIV petition based visas.
- Define the criteria for considering a request for revocation of an NIV petition.
- Identify when a revocation of an NIV petition should be requested.
- Structure a valid request for revocation of an NIV petition.
- Submit NIV petition for possible revocation.
- Clarify the post-revocation request process.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To successfully complete this course, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are working with non-immigrant visa petitions in conjunction with visa applications. To enroll, apply online or through HR/CDA.

Schedule: Students have 90 days to complete this 1½-hour course.

Overseas Citizens Services

Course Code PC104
Online
For information e-mail FSICONS@state.gov.

This course is designed to help the Foreign Service National or other State Department employee understand the large and complex body of laws and regulations regarding services for American citizens overseas. The course includes readings, written exercises, quizzes and a final examination.

Course Objectives:
- Understand the Immigration and Nationality Act and the regulations found in the Foreign Affairs Manual.
- Recognize basic principles and procedures of consular work.
- Apply knowledge to real-world consular cases.

Exam Requirement: To complete this course successfully, the student must pass a final exam with a score of 80% or better.

Audience: Primarily Department of State direct-hire Foreign Service Nationals working in consular positions at posts abroad; however, any Department of State direct-hire employee or DoS EFM may enroll. DoS EFMs not employed at post, contact M/DGHR/FLO for approval to attend training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 120 days to complete this 10-hour course.

Passport Data Security Awareness

Course Code PC441
Online
For information e-mail FSICONS@state.gov.

The purpose of this course is to promote an awareness of the importance of safeguarding the security and privacy of passport data in accordance with federal law and policies for Personally Identifiable Information.

Course Objectives:
- Demonstrate familiarity with the Privacy Act of 1974 as it pertains to the safeguarding of Personally Identifiable Information.
- Recognize what data is considered Personally Identifiable Information.
- Apply best practices for handling Personally Identifiable Information.
- Identify privacy vulnerabilities resulting from improper handling of Personally Identifiable Information.

OPM Competencies Addressed:
✓ Customer Service
✓ Interpersonal Skills
✓ Partnering
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Team Building
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State (FS, CS, LE Staff) employees, particularly Passport Specialists or Consular Officers overseas, whose positions require access to passport records/PII. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Processing Security Advisory Opinions

Course Code PC440
Online
For information e-mail FSICONS@state.gov.

This course provides detailed information on Security Advisory Opinion processing to consular officers who are doing visa work. Topics covered include: Post-9/11 procedural changes, 212(a)(3) policy issues, criteria for SAO categories, evaluation of CLASS hits and other SAO triggers, CLASS hits that do not require an SAO, tips for creating effective SAOs, and guidance on processing SAO responses from the Department.

Course Objectives:
- Understand and apply the SAO hierarchy in 9 FAM App G 501.4 and the criteria for various SAO categories.
- Know where to find the latest guidance on SAOs.
- Recognize which CLASS hits do not require DPT review and pursue appropriate action for those CLASS hits.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise
✓ Security, including Management of Sensitive and Classified Material, Information, and Infrastructure
✓ Technical Skills
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have a few months' experience adjudicating visas, or Officers who have been away from consular work and would like refresher training and/or an update on SAO processing. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this 2½-hour course.

Economic Training

Basics of International Trade

Course Code PE224
Online

Basics of International Trade introduces the economics of trade liberalization, utilizing a reader-friendly article by the Dallas Federal Reserve Bank to explain the benefits to be gained from free trade. In addition to trade theory, the course covers the institutional beginnings of the World Trade Organization. This course provides useful background for those intending to take *PE222 Trade Agreement Monitoring and Implementation*, page 158.

Course Objectives:
- Attain a solid understanding of the economic principles underlying the benefits and costs of trade.
- Attain an understanding of trends in worldwide trade volume, participation and trade flows.
- Be able to identify, discuss and explain the U.S. interests served by the expansion and normalization of world trade.
- Attain fundamental understanding of the origins and evolution of the architecture of world trade rules and agreements.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) serving as economic analysts and employees in positions with trade policy portfolios. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Intellectual Property Rights: Copyright and Related Rights

Course Code PE339
Online

This course provides essential information covering copyright and related rights along with information regarding international obligations, key TRIPS Agreement issues, problems related to the protection and enforcement of copyrights, current issues relative to copyright, and resources for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to copyright issues as they arise and to serve as an effective conduit between Washington and host governments.

Course Objectives:
- Describe copyright protection.
- Describe the rights offered by copyright.
- Describe copyright-related rights.
- Appraise copyright relative to the TRIPS Agreement.
- Appraise copyright relative to the international arena.
- Describe the protection and enforcement of copyright rights.
- Discuss current issues relative to copyrights.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, is recommended for students without background in general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Intellectual Property Rights: Core Course

Course Code PE338
Online

This course provides essential information on intellectual property, international IP obligations, domestic implementation issues, key World Trade Organization and other multilateral IP issues, and resources available to U.S. missions engaged in IP-related diplomacy. Students will be able to identify and respond to IP issues as they arise and to serve as an

effective conduit on these issues between Washington and host governments.

Course Objectives:
- Obtain basic information regarding intellectual property, including international standards and U.S. policies.
- Become familiar with basic information regarding other multilateral issues that affect intellectual property rights.
- Gain new skills related to the ability to identify and understand IP issues as they arise.
- Participate in practical exercises and self-tests to enhance understanding of the subject matter and improve U.S. advocacy.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Intellectual Property Rights: Geographical Indications

Course Code PE341
Online

This course provides essential information covering geographical indications along with information regarding international obligations, domestic implementation issues, key TRIPS Agreement and other multilateral issues, problems related to the protection and enforcement of geographical indications, current issues relative to GIs, and resources for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to geographical indication issues as they arise and to serve as an effective conduit between Washington and host governments.

Course Objectives:
- Define geographical indication.
- Describe the protection of geographical indications provided by the United States.
- Describe the protection of geographical indications relative to TRIPS implementation.
- Appraise the protection of geographical indications relative to other international agreements.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, for students without background on general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Intellectual Property Rights: Industrial Designs

Course Code PE344
Online

This course provides essential information covering industrial designs along with information regarding international obligations, domestic implementation issues, key TRIPS Agreement and other multilateral issues, problems related to the protection and enforcement of industrial designs, current issues relative to industrial designs, and resources for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to industrial design issues as they arise and to serve as an effective conduit between Washington and host governments.

Course Objectives:
- Define the industrial designs concept.
- Explain why industrial designs should be protected.
- List and define five items to consider for the legal protection of industrial designs.
- Identify the differences between protection by copyright and trademark law and protection by industrial design law.
- Discuss the key point of the "Hague Agreement Concerning the International Registration of Industrial Designs."

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, for students without background on general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Intellectual Property Rights: Patents and Undisclosed Information

Course Code PE342
Online

This course provides essential information covering patents and undisclosed information along with material regarding international obligations, domestic implementation issues, key TRIPS Agreement, and other multilateral issues. The course presents problems related to the protection and enforcement of patents and undisclosed information, current issues relative to the subject matter, and resources for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to trademark issues as they arise and to serve as an effective conduit between Washington and host governments.

Course Objectives:
- Define patent (for an invention).
- Describe conditions of patentability.
- Define utility models.
- Discuss infringement – rights of patent owner, enforcement and remedies to patent owner.
- Discuss compulsory licenses especially related to public health.

- Identify and describe TRIPS provisions relative to patents.
- Discuss other international agreements pertaining to patents.
- Describe undisclosed information.
- Discuss issues related to undisclosed information.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, for students without background on general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Intellectual Property Rights: Trademarks

Course Code PE343
Online

This course provides essential information covering trademarks along with information regarding international obligations, domestic implementation issues, key TRIPS Agreement, and other multilateral issues. The course presents problems related to the protection and enforcement of trademarks, current issues relative to trademarks, and resources for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to trademark issues as they arise and to serve as effective conduits between Washington and host governments.

Course Objectives:
- Define trademark.
- Describe the protection offered by registering a trademark.
- Describe the various types of trademarks that can be registered.
- Identify the process to register a trademark.
- Appraise trademark protection relative to the international arena.
- Appraise trademarks relative to domestic TRIPS implementation.
- Describe the protection and enforcement of trademarks relative to the Internet.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, for students without background on general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Intellectual Property Rights: Traditional Knowledge and Expressions

Course Code PE340
Online

This course provides essential information covering traditional knowledge and expressions of folklore. Information regarding international obligations, key TRIPS Agreement, and other multilateral issues, problems related to the protection and enforcement of traditional knowledge and expressions of folklore. Current issues relative to the topic are included and resources are provided for students who are engaged in IPR diplomacy at U.S. Embassies. Students will be able to identify and respond to traditional knowledge and expressions of folklore issues as they arise and to serve as an effective conduit between Washington and host governments.

Course Objectives:
- Discuss the definition and protection of traditional knowledge.
- Discuss the definition and protection of expressions of folklore.
- Discuss issues related to traditional knowledge and expressions of folklore.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 96, for students without background on general IPR issues.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for trade policy issues, especially those with responsibility for IP issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

World Trade Organization History and Core Principles

Course Code PE223
Online

This course is composed of two modules. The first covers the history and structure of the World Trade Organization and the second discusses the WTO's core principles of non-discrimination, national treatment and most-favored-nation status. The course provides information on intellectual property rights, trade in services, customs issues, government procurement, and agricultural trade as well as U.S. trade law and its provisions on antidumping, subsidies, countervailing duties and safeguards. Students who have completed *PE222 Trade Agreement Monitoring and Implementation*, page 150, may find this distance learning course a useful refresher for concepts covered in the classroom.

Course Objectives:
- Understand, discuss and explain the history of multilateral trade agreements.
- Attain a basic understanding of the General Agreement on Tariffs and Trade and the emergence of the World Trade Organization.
- Attain a working knowledge of the WTO's subordinate and specialized entities and agreements.
- Attain a solid understanding of the basic principles and language of international trade, dispute resolution and sanctions.

- Understand and explain the U.S. government's traditional trade policy direction and evolution.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Intellectual Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) economic analysts and other DoS direct-hire employees in positions with trade policy portfolios. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

English Language Training

Foreign Service National Online Writing Lab (OWL) Program

Course Codes PY210, PY211 and PY212
Blended (E-mail/Online)

This eight- to twelve-week courses emphasize correct grammar, vocabulary (especially articles and prepositions), punctuation and spelling. Also called "Pelican," the course is designed for Foreign Service National employees with an English level between 1^+ and 2. Course units in the course focus on a particular use of language relevant to the workplace. Instructors make a weekly presentation, after which students complete follow-up exercises and assignments. Participants receive timely, personal editing and feedback on their work and engage in a group discussion of the weekly topic via listserv e-mail.

Training Access: All courses are taught by listserv technology. Students receive sign-on instructions for the listserv by e-mail no later than four weeks before the start of the class. For PY212, FSI pouches each participant a copy of the book no later than six weeks before the start of the class.

Audience: Department of State non-native English speaking FSNs who desire to improve their writing skills. Existing English language abilities should be between 1+ and 2 (*PY210*), 2 and 2+ (*PY211*) and 3 and 4 (*PY212*). Course dates and request for nominations will be announced via cable, generally in early summer. The Public Diplomacy Training Division makes final selections based on post priorities, regional balance, job function and training need as demonstrated in the justification. For more information, visit the FSI Public Diplomacy Training Division's Web site on the Department's intranet at http://fsi.state.gov/fsi/spas/pdt or call 703-302-6870. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

Schedule: Courses generally begin in late October and run eight to twelve weeks. Students can expect to spend approximately five hours each week in study. Schedule is announced worldwide via cable.

Language Training

Distance language courses require access to a Pentium III 900 MHz or better computer with sound card and a minimum of 64MB RAM, speakers or headphones, and a CD-ROM drive (for students who cannot access the online version of a course). Courses run on Windows® 2000 SP3, Windows® XP and Windows® Vista operating systems. Many courses require use of a microphone for speech recording or voice recognition activities. Participants must have Microsoft® Internet Explorer 7 or higher, Windows Media® Player 9 or higher, and Internet access. Some courses may also require Adobe® Flash 8.0 or higher and Adobe Acrobat® 8.1 or higher. For more information on system requirements for distance language courses, contact OnlineLanguage@state.gov.

FSI distance language course software is not compatible with Macintosh® computers.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: U.S. government employees involved in the conduct of foreign affairs with a job, career- or mission-related need for training and their eligible family members who are 18 years or older and on overseas orders. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Express I

Course Code L_420 (Part 1)
Course Code L_421 (Part 2)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

The Express language courses provide basic familiarization with language and culture. Lessons focus on situations likely to be encountered overseas in a particular locale. The training prepares the learner to get things done despite limited linguistic ability by making use of essential language and cultural knowledge. The content is designed to take a student from a level 0 to approximately a level 0^+ or 1 language proficiency. An FSI Language and Culture instructor mentors the students privately and/or as a group. Participants who complete a course learn to read simple texts and engage in elementary everyday interactions.

Course offerings include:
LAD420 Arabic Express I Part 1
LAD421 Arabic Express I Part 2
LCM420 Chinese Mandarin Express I Part 1
LCM421 Chinese Mandarin Express I Part 2
LPG420 Dari Express I Part 1
LPG421 Dari Express I Part 2
LFR420 French (Sub-Saharan) Express I Part 1
LFR421 French (Sub-Saharan) Express I Part 2
LGM420 German Express I Part 1
LGM421 German Express I Part 2
LGR420 Greek Express I Part 1
LGR421 Greek Express I Part 2
LHC420 Haitian Creole Express I Part 1
LHC421 Haitian Creole Express I Part 2
LJA420 Japanese Express I Part 1
LJA421 Japanese Express I Part 2
LPU420 Pashto Express I Part 1
LPU421 Pashto Express I Part 2
LPL420 Polish Express I Part 1
LPL421 Polish Express I Part 2
LPY420 Portuguese Express I Part 1
LPY421 Portuguese Express I Part 2
LRU420 Russian Express I Part 1
LRU421 Russian Express I Part 2
LQB420 Spanish Express I Part 1
LQB421 Spanish Express I Part 2
LUR420 Urdu Express I Part 1
LUR421 Urdu Express I Part 2

Course Objectives:
- Apply basic language skills in daily life.
- Communicate despite limited linguistic ability.
- Apply knowledge of culture to enhance basic communication.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: *L_420* is a prerequisite for *L_421*. During initial weeks of Part 1, instructors have the option of waiving prerequisites and placing students in *L_421*.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/ members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours weekly over 14 weeks in study.

Minimum/Maximum: 2/10

Express II

Course Code L__422 (Part 1)
Course Code L__423 (Part 2)
Course Code L__424 (Part 3)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

These courses continue the curriculum in *Express L__420* and *Express L_421*. Express II covers themes such as getting and giving directions, food and dining, making appointments and navigating emergency situations. The training prepares the learner to get things done despite limited linguistic ability by making use of essential language and cultural knowledge. Participants who complete a course are able to engage in elementary everyday interactions. An FSI Language and Culture instructor mentors the students. Course materials are delivered on the Internet via the FSI LearnCenter.

Course offerings include:
LAD422 Arabic Express II Part 1
LAD423 Arabic Express II Part 2
LAD424 Arabic Express II Part 3

Course Objectives:
- Get and give directions.
- Order food in a restaurant.
- Make appointments.
- Deal with emergency situations.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Basic familiarity with the Windows environment.
– If *L_422 Express II Part 1*: Mastery of the material in *L_420 Express Part 1* and *L_421 Express Part 2*.
– If *L_423 Express II Part 2*: Completion of *L_422 Express II Part 1*.
– If *L_424 Express II Part 3*: Completion of L_423 *Express II Part 2*.
During initial weeks of a course, instructors have the option of waiving prerequisites and placing students in more advanced courses.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for the test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/ members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend seven to ten hours weekly over 14 weeks in study.

Minimum/Maximum: 1/25

Express III

Course Code L__425
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

This course continues the curriculum in *Express II L__423* and *L_424*. This course is also appropriate for students with other language training who have an intermediate level of understanding of Arabic. This course utilizes authentic news broadcasts, and articles relating to weather, sports, women's issues, and occupations. Instruction is delivered through a combination of interactive activities, word lists, assignments, grammar book readings, flashcards, and communication with mentors. Mentoring takes place privately and/or with a group.

Course offerings include:
LAD425 Arabic Express III

Course Objectives:
- Get and give directions.
- Order food in a restaurant.
- Make appointments.
- Deal with emergency situations.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Mastery of the material in *Express L_423* and *L_424* or equivalent intermediate understanding of the target language.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/ members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend seven

to ten hours weekly over 14 weeks in study and be available to participate in a weekly phone session with their mentor.

Minimum/Maximum: 5/50

Intermediate Language

Course Code L__425 (Part 1)
Course Code L__426 (Part 2)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

These courses are designed for learners who have already attained a minimal level of proficiency (around S-1) and who want to develop their listening, speaking and reading skills. Each unit is based around an authentic text and introduces the learner to a variety of language skills such as casual conversation, soliciting information and making a presentation. The course materials present a series of videos and audio recordings as well as voice recognition activities. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LFR425 French Intermediate Part 1
LFR426 French Intermediate Part 2
LQB425 Spanish Intermediate Part 1
LQB426 Spanish Intermediate Part 2

Course Objectives:
- Learn and practice intermediate listening, speaking and reading skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level-1 language proficiency or completion of *L_421* is a prerequisite for *L_425*. Completion of *L_425* is a prerequisite for *L_426*. During initial weeks of the course, instructors have the option of waiving prerequisites and placing students in a more advanced course.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for the test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours a week over 14 weeks in study and be able to participate in a weekly phone session with their mentor.

Minimum/Maximum: 1/50

Introductory Language

Course Code L_410 (Part 1)
Course Code L_411 (Part 2)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

The Introductory courses teach the basic language structure and grammar together with high frequency vocabulary used in daily life. The content takes students from level 0 to approximately level 0^+ or 1. Participants learn to read simple texts and dialogues and to engage in communication at the elementary proficiency level. In addition, learners will experience the excitement of understanding the spoken language and expressing their thoughts through the use of various sentence patterns and idiomatic phrases. A rich set of help options for grammar, vocabulary and cultural explanations is available. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LKP410 Introductory Korean Part 1
LKP411 Introductory Korean Part 2
LPF410 Persian (Farsi) Introductory I Part 1
LPF411 Persian(Farsi) Introductory I Part 2
LPF412 Persian (Farsi) Introductory II Part 1
LPF413 Persian (Farsi) Introductory II Part 2

Course Objectives:
- Acquire basic speaking, listening, and reading skills.
- Acquire basic grammar and high frequency vocabulary.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: *L_410* is a prerequisite for *L_411*. *L_410* and *L411* are prerequisites for *L_412*. *L_410*, *L_411*, and *L412* are prerequisites for *L_413*. During initial weeks of Part 1, instructors have the option of waiving prerequisites and placing students in Part 2.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours weekly over 14 weeks in study and be available to participate in a weekly phone session with their mentor.

Minimum/Maximum: 1/8

Language Conversion

Course Code L__460 (Part 1)
Course Code L__461 (Part 2)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

These courses are designed for employees with level-3 language proficiency in one language (source language) who wish to use that proficiency to learn a closely related language (target language). Instruction focuses on similarities and key differences in structure and vocabulary between the source language and the target language. Students use intensive listening, reading and pronunciation practice to develop reading, listening and speaking skills for basic social interactions and transactions in the target language. The course consists of interactive mentoring and assessment via the Internet and telephone. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LPL460 Russian to Polish Conversion Part 1
LPL461 Russian to Polish Conversion Part 2
LSK460 Russian to Slovak Conversion Part 1
LSK461 Russian to Slovak Conversion Part 2
LPY460 Spanish to Portuguese Conversion Part 1
LPY461 Spanish to Portuguese Conversion Part 2

Course Objectives:
- Acquire speaking, listening and reading skills.
- Know similarities and differences between source language and closely related language.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level-3 proficiency in the source language. *L_460* is a prerequisite for *L_461*. During initial weeks of *L-460*, instructors have the option of waiving prerequisites and placing students in *L_461*.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours weekly over 14 weeks in study and be available to participate in a weekly phone session with their mentor.

Minimum/Maximum: 1/10

Language for Consular Tradecraft

Course Code L__440
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

The Language for Consular Officers course assists consular officers at Speaking level 1 proficiency in super-hard languages and Speaking level 2 proficiency or higher in all other languages to acquire speaking, listening comprehension and reading skills specific to consular work. The course consists of interactive mentoring and assessment via the Internet and telephone. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LRU440 Russian for Consular Tradecraft
LQB440 Spanish for Consular Tradecraft

Course Objectives:
- Acquire speaking, listening comprehension and reading skills specific to consular work.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level-1 speaking proficiency for super-hard languages and level-2 speaking proficiency for all other languages.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Registration of non-State employees is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours a week over 14 weeks in study and be available to participate in a weekly phone session with their mentor.

Minimum/Maximum: 1/10

Language Testing at Post

Course Code PLP400
Online

This course is designed for Post Language Officers (PLOs) or their designates who are responsible for administering language Field and DVC tests. It equips PLOs with the knowledge necessary to administer language tests at overseas U.S. missions by providing them with the information needed to correctly request, schedule, and administer both language digital video conferencing (DVC) tests and Field tests to language examinees stationed at overseas U.S. missions. This course will provide PLOs with timely and targeted guidance on how to conduct language Field and DVC tests, allowing PLOs to master the procedure of Field and DVC tests quickly and administer tests accurately.

Course Objectives:
- Arrange a language test at post.
- Request a language Field Test or DVC Test kit.
- Proctor a language Field Test or DVC Test.

OPM Competencies Addressed:
✓ Customer Service
✓ Human Capital Management
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment

✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Audience: Department of State direct-hire (FS, CS) post language teachers. Registration of non-State students is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Listening Comprehension

Course Code L__430
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

These courses help learners with level-2 proficiency in the language maintain and enhance their listening comprehension skills through the use of audio and video clips and interactive activities in the target language. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LFR430 French Listening Comprehension
LQB430 Spanish Listening Comprehension

Course Objectives:
- Acquire information through audio and video segments regarding job-related social, political and economic issues.
- Acquire the information necessary to understand cultural implications within the spoken language.
- Maintain and enhance listening comprehension skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level-2 proficiency in the language.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours a week over 14 weeks in study and be available to participate in online discussion forums.

Minimum/Maximum: 2/100

Other Language Courses

Course Code L__490
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

L_490 is similar to Express distance learning courses, providing language for students with no knowledge of the language. Currently offered in only Arabic, it is also appropriate for students who may want to convert their knowledge of Modern Standard Arabic into Iraqi Arabic. It is designed to help students decode the writing system; learn how to ask for directions and discuss topics related to family, health and specific work-related themes. Mentoring takes place privately and/or with a group.

Course offerings include:
LAI490 Arabic (Iraqi)

Course Objectives:
- Use basic greetings and decode the writing system.
- Acquire the basic language to discuss personal and work-related topics.
- Acquire vocabulary specific to the Iraqi dialect of Arabic.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend six to eight hours weekly over 14 weeks in study and be available to participate in a weekly phone session with their mentor. Enrollment is offered on a rolling basis, with no fixed start date.

Minimum/Maximum: 5/25

Out and About in [City]

Course Code L_510
Online
For more information, please e-mail OnlineLanguage@state.gov.

Out and About in [City] introduces learners to the local language and cultural environment. Students participate in exercises based on the following major themes: getting around (e.g., how to ask for directions; what to say to a cab driver; how to navigate around the city); getting food (e.g., how to order a specific meal); and getting things (e.g., how to make purchases).

Course offerings include:
LTU510ANKA Out and About in Ankara
LGR510ATHN Out and About in Athens
LTH510BKOK Out and About in Bangkok
LCM510BEIJ Out and About in Beijing
LAE510CARO Out and About in Cairo
LCC510GZOU Out and About in Guangzhou
LVS510HANO Out and About in Hanoi
LVS510HOCH Out and About in Ho Chi Minh City
LTU510ISTN Out and About in Istanbul
LJN510JAKA Out and About in Jakarta
LUK510KYIV Out and About in Kyiv
LRU510MOSC Out and About in Moscow
LKP510SEOL Out and About in Seoul
LRU510STPT Out and About in St. Petersburg
LJA510TKYO Out and About in Tokyo

Course Objectives:
- Learn how to ask for directions.
- Determine what to say to a cab driver.
- Ascertain how to order a specific meal.
- Ascertain how to find one's way around the city.
- Identify how to make purchases.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Students have 90 days to complete any one of these eight-hour course.

People to People

Course Code L__445 (Volume I)
Course Code L__446 (Volume II)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

People to People features cultural and linguistic training for speakers at the S-3 level or higher. (Strong S-2^{+} speakers may be considered for enrollment.) Lessons target broad themes in society, including family, religion and education, with a range of activities to stimulate conversation and discussion for developing control of vocabulary at sophisticated levels in a variety of speech situations within community settings. The course consists of interactive mentoring and assessment via the Internet and telephone. An FSI Language and Culture instructor mentors the students privately and/or as a group.

Course offerings include:
LRU445 People to People Advanced Russian Volume I
LRU446 People to People Advanced Russian Volume II

Course Objectives:
- Acquire ability to speak at a high level on cultural topics.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level 3 speaking proficiency in the target language.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend four to six hours a week over 14 weeks in study and be able to participate in weekly phone sessions or online forum discussions with their mentor.

Minimum/Maximum: 1/20

Post Language Officer Course

Course Code PLP100
Online

This course equips Post Language Officers with the knowledge and information necessary to administer foreign language programs at overseas U.S. missions: create a training plan and a post language program policy, organize language courses in collaboration with post's local language instructor/s, apply the guidelines of FSI Direct Funding to writing a proposal for funding, monitor quality of instruction, and gain knowledge of current regulations, policies and procedures governing language training at post, language field and DVC testing and incentive pay.

Course Objectives:
- Identify the types of language training the Department of State offers.
- Identify and manage resources for post language programs.
- Apply FSI guidelines to administering post language programs.
- Be familiar with the procedures of the FSI Language Field and DVC Test and the concept of Language Incentive Pay.
- Be familiar with copyright guidelines as they pertain to post language programs.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Customer Service
✓ Entrepreneurship
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Technical Skills

Audience: Department of State Foreign Service Officers serving or anticipating serving as Post Language Officers, direct-hire DoS LE Staff working in support of post language programs. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 12-hour course.

Post Language Teacher Orientation

Course Code PLP200
Online

This course provides post language teachers with the knowledge and information necessary to understand their students' needs and to begin to develop appropriate instructional strategies.

Course Objectives:
- Identify the needs of post language students.
- Teach for proficiency.
- Manage the learning environment.
- Address individual learning differences.
- Plan effective lessons.
- Organize effective immersion trips.
- Understand the FSI language testing process.

OPM Competencies Addressed:
✓ Continual learning
✓ Flexibility
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Management of Resources

Audience: Department of State direct-hire (FS, CS) post language teachers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 10-hour course.

Reading Maintenance

Course Code L_401 (Volume I)
Course Code L_402 (Volume II)
Mentored/Online
For more information, please e-mail OnlineLanguage@state.gov.

These courses are designed to help employees with a level-3 in reading proficiency maintain advanced reading skills in the target language. The course is taught online via the FSI LearnCenter. An FSI Language and Culture instructor mentors students privately and as a group via an online forum.

Course offerings include:
LAD401 Arabic Reading Maintenance, Volume I
LCM401 Chinese (Mandarin) Reading Maintenance, Volume I
LFR402 French Reading Maintenance, Volume II
LPL401 Polish Reading Maintenance, Volume I
LPY401 Portuguese Reading Maintenance, Volume I
LRU401 Russian Reading Maintenance, Volume I
LRU402 Russian Reading Maintenance, Volume II
LQB401 Spanish Reading Maintenance, Volume I

Course Objectives:
- Read and interpret advanced-level texts.
- Acquire cultural information necessary for effective communication and analysis.
- Maintain language skills after training.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skills
✓ Professional Development, including Active Learning

Prerequisite: Level-3 reading proficiency in the language.

Exam Requirement: Students may request an official speaking and reading test at the end of the course. Fees for this test are in addition to the course tuition.

Audience: Direct-hire employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training. Training is also available for eligible family members/members of household who are 18 years or older. Registration of non-State employees and their EFMs is on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend four to five hours a week over 12 weeks in study and be able to participate in online discussion forums.

Minimum/Maximum: 3/25

Distance Learning Language Resources

FSI Online Language Resource Library

Course Code SR041
Online

The FSI Language Resource Library offers a series of language materials used previously in selected FSI language classes, and now re-purposed for self-guided use. Students may review and/or download as many materials as they deem necessary. Although these materials provided by FSI were originally designed for classroom use, they may benefit the self-motivated student. Students are provided access to the entire Resource Library.

The materials are available in the FSI LearnCenter on the Internet, and therefore are accessible from any Internet connection. Some of the contents are available in Adobe PDF format (requires Acrobat Reader® version 6.0 or later), with audio files available as mp3 files; both may be downloaded to and accessed from a hard drive or burned onto a CD-ROM. Additionally, texts may be printed and the audio files downloaded to a portable playback device such as an mp3 player.

Course Objectives:
- Acquire language skill through independent study.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Learning
✓ Foreign Language Skills

Completion: No completion credit will be awarded for materials accessed through the online Language Resource Library.

Audience: Direct-hire Department of State employees and eligible family members interested in supplementing current foreign language skills or gaining exposure to different language opportunities are eligible. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students will have access to the materials for one year from enrollment.

Rosetta Stone Online Language Library

Course Code SR042
Online

The Rosetta Stone Language Library is available to Department of State Foreign Service employees and their eligible family members or members of household who are interested in supplementing current foreign language skills or gaining exposure to different language opportunities. Civil Service employees who are on a fixed-schedule appointment that is over one year in duration are also eligible. Students have a minimum of 90 days to take advantage of any of the language materials in the library. For more information visit the FSI Web site at http://fsi.state.gov/admin/reg/default.asp?EventID=SR042.

Leadership Management Training

Crisis Management Exercise, Overseas

Course Code PD533
Classroom/DVC

The Crisis Management Exercise is a four-hour post-specific tabletop exercise with a post's Emergency Action Committee. The EAC is presented with several simulated crises that could actually occur in country, to include but not limited to terrorism, civil unrest, natural disasters, mass casualty events such as air crashes, or a deteriorating security situation. Post is expected to develop appropriate responses to several scenarios using available resources, State Department doctrine (12 FAH-1) and the post-specific Emergency Action Plan. The performance-oriented segment of the exercise asks posts to check emergency response elements such as availability of emergency medical and food supplies; to test emergency communications; or to visit alternate command center to inventory emergency supplies and equipment prior to the CME to reinforce key concepts during the CME. This course is offered at overseas posts on a two-and-a-half year cycle. Participants are members of the post's Emergency Action Committee and/or selected senior Foreign Service Nationals. Exercises are scheduled at individual posts approximately every two years. Arrangements are made with post management.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Team Building

Audience: Primary and alternate members of the post's EAC, other key American staff, selected senior LE Staff and outside invitees at Post's discretion. To enroll, apply online.

Schedule: Offered in four-hour morning or afternoon sessions.

Crisis Management Overview

Course Code PD534
Classroom/DVC

This course provides crisis management fundamentals to personnel overseas. The target audience is Foreign Service personnel, including Foreign Service Nationals, especially those with limited crisis management experience; eligible family members, local government and NGO officials. The material includes crisis management definitions and terminology, familiarization with the Emergency Planning Handbook and the post's Emergency Action Plan, and understanding the role and function of the Emergency Action Committee. Students will gain an understanding of how posts and the Department of State respond to a crisis and will also learn the importance of their role in handling emergencies at post.

OPM Competencies Addressed:
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Team Building

Audience: Foreign Service employees and LE Staff; and by invitation only: private U.S. business personnel, International School officials, counterparts from other foreign missions and local officials who are critical in assisting Post during a crisis. To enroll, apply online.

Schedule: Offered in four-hour morning or afternoon sessions.

Emergency Action Committee

Course Code PD543
Online

This course assists Emergency Action Committee members in meeting assigned emergency responsibilities before, during, and after a crisis. Using case studies and lessons learned from crises experienced at posts, students will expand their knowledge of crisis-related concepts, tools and resources available in the Department of State.

Course Objectives:
- Review the responsibilities of each EAC member and how the EAC works as a team before, during, and after a crisis.
- Define critical crisis management concepts.
- Explore key concepts in the Emergency Planning Handbook (12 FAH-1).
- Identify crisis-related resources available to post.
- Examine effective communication and stress management coping skills during and after a crisis.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectives
✓ Professional Expertise
✓ Team Building

Audience: Department of State direct-hire (FS, CS, FSN) employees who are Emergency Action Committee members and others at post who play a vital role in responding to a crisis. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS EAC members apply online.

Schedule: Students have 90 days to complete this two-hour course.

Floor Wardens and Monitors

Course Code PD541
Online

This course provides information and resource material to prepare for dealing with emergencies and disasters to ensure preparedness in effectively responding to and managing emergency events at work. It also points to resources that specify the emergency protocols for the facility or post. This is the minimum training required for Floor Wardens and Monitors as members of the Emergency Personnel Team.

Course Objectives:
- Describe the organization, function and support elements involved in Incident Management.
- Define roles and responsibilities of Incident Command, Floor Wardens, Monitors in associated team members.
- Provide instruction for Floor Wardens and Monitors on the different response options for various types of emergency events.
- Guide the Floor Wardens and Monitors on how to recognize and initiate the proper response actions for various types of emergency events.
- Ensure that Floor Wardens and Monitors are cognizant of special needs in times of crisis.
- Direct Floor Wardens and Monitors to resources, information and guidelines to become familiar with their specific facility or post.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Interpersonal Skills

FS Precepts Addressed:
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis

Exam Requirement: Student must pass an examination with a final score of 80% or better.

Audience: Department of State direct-hire (FS, CS, FSN) employees who are floor wardens, monitors and associated support emergency personnel. This is a "State specific" course open to third-party contractors who have a job, career or mission-related need. (If third-party contractor, official statement of work must clearly identify warden/monitor responsibility as designated by Bureau Executive Director.) To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course. This course must be retaken annually in order to maintain floor warden/monitor status.

No FEAR Act Training

Course Code PT401
Online

Students will learn about the No FEAR Act (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002), which prohibits discrimination and retaliation in the workplace. They will learn what avenues of recourse are available to employees who suspect they are the victims of illegal discrimination or retaliation. This distance-learning course, *PT401 No FEAR Act Training*, will fulfill the No FEAR Act requirement that agencies train their employees regarding the employees' rights and remedies under Federal antidiscrimination and Whistleblower protection laws. Completion of this course also meets the requirement for diversity updates as identified in 13 FAM 312.1(e). *PT401* was developed with the Department's Office of Civil Rights and approved by the Under Secretary for Management and the Director General.

Course Objectives:
- Fulfill the No FEAR Act agency training requirement regarding employee rights and remedies under Federal antidiscrimination and whistleblower protection laws.
- Learn about the laws prohibiting discrimination and retaliation in the workplace.
- Understand Notification of Rights and Protections of the No FEAR Act.
- Understand how to file a complaint alleging discrimination, retaliation, or a violation of the Whistleblower Protection Laws.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Leveraging Diversity

FS Precepts Addressed:
✓ Leadership and Management Training
✓ Support for EEO and Merit Principles

Audience: All direct-hire Department of State direct-hire (FS, CS, LE Staff) employees are required to complete this online training course every two years. The No FEAR Act training is targeted at U.S. citizen audience. To the extent posts have U.S. citizens filling LE Staff positions, they too must complete the training. It is not required, but is strongly encouraged, that managers who supervise PSCs provide them with an opportunity to take this distance-

learning training as well. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or through HR/CDA.

Schedule: Students have 90 days to complete this 1½ hour course.

Strategic Planning and Performance Measurement

Course Code PD529
Online

This course focuses on the use of strategic planning and performance measurement as effective management tools. It will introduce and clarify basic concepts and terminology, discuss the legislative mandate behind planning in government and apply the planning and measurement process using a Department of State specific planning document.

Course Objectives:
- Recognize how strategic planning and performance measurement can strengthen management toward achieving the agency mission.
- Use the strategic planning process as a management tool.
- Apply strategic planning and performance measurement in a planning process.
- Understand basic language and concepts of strategic planning and performance measurement.

OPM Competencies Addressed:
✓ Strategic Thinking
✓ Technical Credibility
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Written Communication

Exam Requirement: Students must pass the exam with a score of 80% or better to successfully complete the course.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees especially planning coordinators and key program managers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this six-hour course.

Transformational Diplomacy Overview

Course Code PT319
Online

This course provides an overview of Transformational Diplomacy, equipping them to make connections to the workplace.

Course Objectives:
- Understand Transformational Diplomacy.
- Make connections between your work and Transformational Diplomacy.
- Identify new ways to practice Transformational Diplomacy in the workplace.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Entrepreneurship
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Knowledge of Foreign Culture
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Team Building

Audience: Department of State direct-hire (FS, CS, FSN) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students will have 90 days to complete this one-hour course.

Working with Returnees from High-Stress Posts

Course Code PT450
Classroom/DVC/Webinar

Employees who work in high stress posts like Iraq and Afghanistan have had unique experiences. This briefing will be useful to anyone who works with returnees from high-stress posts. The information in the briefing closely parallels what the returnees themselves learn in *MQ950 High Stress Assignment Outbriefing*, page 178.

This course is offered as:
- Brown bag lunches for offices in the Washington, D.C. area.
- Digital videoconferences for overseas posts that have five or more enrolled participants.
- Scheduled webinars for individual employees around the world.

Course Objectives:
- Learn what returnees say about working in high stress posts.
- Learn what returnees say about readjustment.
- Identify tips for working with returnees.
- Identify resources for working with returnees.

OPM Competencies Addressed:
✓ Interpersonal Skills

FS Precepts Addressed:
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Ninety-minute sessions.

Minimum/Maximum: 5/15

Management Tradecraft

Acquisition, Contracting and Procurement Training

How to be a Contracting Officer's Representative

Course Code PA296
Online

This course provides comprehensive training in the responsibilities and duties of a Contracting Officer's Representative. It takes the student through the various phases of procurement including: pre-solicitation, so-

licitation, evaluation, negotiation and contract administration. It is an excellent alternative for those students who cannot attend *PA178 Contracting Officer's Representative* classroom training.

Note: Either this course or *PA178 Contracting Officer's Representative*, page 203, fulfills the mandatory training required before any employee can be designated as a COR. It may also be used as a refresher, which is required every two years.

Course Objectives:
- Explain the roles and responsibilities of the COR throughout the procurement process.
- Use federal and departmental regulations governing procurement.
- Use the Department's guidance for CORs.
- Discuss how to avoid potential conflicts of interest and other ethics issues.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Students should have a professional-level competency (read/write) in English at the 3/3 level.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned either domestically and overseas who are designated as a COR or who are otherwise assigned to oversee contractor performance. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this forty-hour course.

Mission Support Planning (DAU DL Contracting Course)

Course Code EX100
Online

FSI and the Procurement Executive have agreed that FSI should conduct an assessment of a procurement course designed for Defense Department. During this pilot offering, individuals taking the course will see references to the Defense Federal Acquisition Regulation Supplement. Students should recognize that the DFARS only applies to Department of Defense contracting and should concentrate on the references to the Federal Acquisition Regulation which applies to all agencies including State.

The purpose of the pilot offering is to assess whether the content is useful to overseas audiences in a distance learning offering. If the content proves useful but requires more of a State Department flavor, we may update it to include State Department Acquisition Regulations references.

This course focuses on the planning stage of the acquisition cycle and introduces personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the students' role in understanding their customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customer needs. Students will learn how to use the FAR, conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process. This course contains two assessments which the student must successfully pass to obtain credit for the course. The course is also useful to fulfill the refresher training requirements of personnel who received their procurement training in previous years.

The student will receive credit from the Foreign Service Institute for completing this course, which is considered an external course pilot, provided the student provides feedback on the usefulness of this pilot course through the online survey link provided in the launch page of the course. Students will not receive credit from the Department of Defense, Defense Acquisition University. Student credit will appear on the individual's training record and PAR.

Course Objectives:
- Identify areas of mutual interest within an acquisition environment given the customer's need.
- Use the Federal Acquisition Regulation (FAR) to locate required information.
- Identify all issues related to developing the applicable requirements documents for an acquisition.
- Determine application of appropriate socioeconomic considerations (labor, environment, socioeconomic, and foreign acquisition requirements) when planning support strategies for a given customer need.
- Select the appropriate contract type.
- Identify competition requirements.
- Identify the criteria in developing an acquisition plan.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass two exams (mid-course and final) with a score of 80% or better in each.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are new to the contracting field and to their role as a business advisor in the acquisition process. Employees who received their acquisition training several years ago can benefit from updating. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete the 21-hour course.

Overseas Contracting Officer Update Training

Course Code PA340
Online

This online course serves to provide additional training in acquisitions regulations, theory and practice for overseas contracting officers. Department of State contracting officers must refresh their skills with 16 hours of training every three years. They must complete this training before they can be reissued a standard overseas contracting warrant.

Course Objectives:
- Demonstrate the differences between Federal acquisition and assistance.
- Enhance students' abilities to identify commercial items acquisitions.
- Explain differences between a BPA and an IDIQ contract.
- Train students to complete VIP Acquisitions.
- Clarify the procedures and requirements for Defense Base Act Insurance.
- Discuss the issues involved in acquiring FSN Heath and Life Insurance services.
- Discuss new developments with use of the government purchase card, acquisition of architect and engineering services, and performing market research.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Prerequisite: *PA221 General Services Operations*, page 194.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State Foreign Service Officers who will need a standard overseas contracting officer's name warrant and who have not had acquisitions training within the last three years. To enroll, apply online or through HR/CDA (see page 2).

Schedule: Students have 90 days to complete this 16-hour course.

Purchase Card Program Coordinator Training

Course Code PA299
Online

This course will familiarize the Program Coordinators with Department of State Purchase Card program policies and procedures and provide the PC with the necessary instruction to perform their functions as a Program Coordinator. This course serves as both initial Purchase Card training and refresher training which is required every two years.

Course Objectives:
- Identify the role of the Program Coordinator in the overall management and oversight of the Bureau and Post Purchase Card program.
- Identify the steps in the Annual Review process and understand how to complete the review in accordance with the Purchase Card Annual Review policy.
- Recognize the benefits of the Government Purchase Card program.
- Identify the roles of each participant.
- Indicate which types of purchases can and cannot be made with the Purchase Card.
- Recognize the need for review, approval, and reconciliation of Purchase Card statements and supporting documentation.
- Recognize the need for reconciliation and payment of the Bureau or Post monthly invoice and its relationship and importance to reconciled statements and supporting documentation.
- Identify and understand documents related to the Program Coordinator's role in the program.
- Identify training and evaluation requirements related to the Program Coordinator.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Teamwork

Exam Requirement: To successfully complete this course, students must pass a final exam with a score of 80% or better.

Audience: Primarily Department of State new and existing Foreign Service Management Officers who will be performing the role of program coordinator at the bureau or post. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Purchase Card Self-Certification Training

Course Code PA297
Online

This course teaches employees how to use the "SmartPay" government purchase card. The course will teach students how to make authorized purchases and perform related accountability functions at domestic bureaus and overseas posts. Upon successful completion of the course, students will be eligible to become cardholders.

Participants in the Purchase Card program must renew their training every two years. For more information on renewal training options, visit A/OPE Web site.

Course Objectives:
- Explain the SmartPay Program and the Department of State's contract with Citibank.
- Recognize the benefits of using the SmartPay Purchase card over traditional procurement methods.
- Use the SmartPay Purchase Card and understand the governing policies and procedures.
- Identify the "Key Players" and their respective roles and responsibilities.
- Utilize internal controls and processes available to help in the operation and management of the SmartPay Purchase Card program.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

✓ Professional Standards
✓ Team Building

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have an operational need to become involved in the purchase card program. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Simplified Acquisition Procedures

Course Code PA229
Online

This course is an intensive introduction to the basic rules and procedures for making simplified acquisitions. It contains a variety of examples, practical exercises, quizzes and a final exam.

Note: The material covered is similar to the course content for the first week of the four-week acquisitions module of *PA221 General Services Operations* course, page 204.

Course Objectives:
- Recognize and explain the advantages of using Simplified Acquisition Procedures for acquisitions.
- Decide the extent of competition required.
- Identify sources required by legislation.
- Plan a solicitation, evaluate quotes and select a contractor for award.
- Solve post-award issues.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards

Prerequisite: Students should have a professional-level competency (read/write) in English at the 3/3 level. Computer access with OpenNet and Internet connectivity is strongly recommended, as it will enable the student to more easily obtain important regulatory documents, forms and product information from several key U.S. government acquisitions Web sites.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned overseas who have simplified acquisition responsibilities. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 15-hour course.

Web.PASS Procurement: Basic Overview

Course Code PA421
Online

This course provides on-line training for the Post Administrative Software Suite Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement is an outstanding tracking system that allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Basic Overview trains the learner in how to work in the PASS Procurement program. Learners are taught how to navigate within the program, the functions of various buttons and menus, and how to make a procurement request in PASS. Basic Overview is a pre-requisite to all other PASS Procurement training, but only needs to be taken once by each learner.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who will use the Web.PASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Procurement: Contracting Officer

Course Code PA425
Online

This course provides online training for the Post Administrative Software Suite Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Contracting Officer trains learners in using PASS to complete initial and final Contracting Officer reviews and approvals of procurements.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the WebPASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Procurement: Procurement Department

Course Code PA422
Online

This course provides online training for the Post Administrative Software Suite PASS Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Procurement Department trains procurement or acquisitions staff members in using the PASS program to process a wide variety of procurement actions. Learners are trained to create procurements in PASS, document an electronic procurement file, and process procurement paperwork after signature by the Contracting Officer.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the Web. PASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Facility Management Training

Personal Protective Equipment

Course Code PA486
Online

This course provides the knowledge and skills critical for using personal protective equipment properly and implementing and operating an effective PPE program at post.

Course Objectives:
- Understand when PPE is necessary.
- Identify various types of PPE.
- Select appropriate PPE for the type of hazard.
- Proper equipment care and maintenance.
- Know when PPE must be replaced or disposed.
- Understand the limitations of PPE.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS, LE Staff) Post Occupational Safety and Health Officers and others who may be using PPE or supervising those who use PPE. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Students have 90 days to complete this 3½-hour course.

ProjNet℠ Facilitating Design and Construction Communication

Course Code PA526
Online

This course will introduce participants to the collaborative Web-based ProjNet℠ extranet tool, and familiarize them with the use of the tool to perform Department of State design reviews, manage bidder inquiries, facilitate contractor requests for information, handle construction submittals, publish and access requests for proposals, support engineering taskings and exchange project files with contractors.

Course Objectives:
- Identify the purpose and primary functions of ProjNet℠.
- Identify end-user responsibilities to maintain site security and the security of sensitive design and construction information.
- Conduct an Integrated Design Review using the DrChecks℠.

- Utilize ProjNet-FILER℠ and ProjNet℠ Portal tools to facilitate project information exchange.
- Utilize the ProjNet-BID℠ tools to support both the Bidder Inquiry process and the publication of Requests for Proposals.
- Utilize the ProjNet-RFI℠ tool as it applies to construction work.
- Utilize the ProjNet Submittal Register℠ tool in support of the construction submittal process and to produce an electronic record of facility information.
- Utilize eTasker to manage the work assignments and schedules of the business processes implemented through ProjNet℠.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Course Requirement: Students must access every page of all course modules.

Audience: Primarily Department of State direct-hire Facility Managers, General Service Officers, and LE Staff. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with ProjNet as defined above. To enroll, apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this five-hour course. Repeat enrollment in this course is not necessary. Students who successfully complete the course will have ongoing access to the material in the FSI LearnCenter.

Safety, Health and Environment, Introduction to

Course Code PA485
Online

This course is designed to provide all individuals who will have SHEM responsibilities at post with a clear understanding of the Department's implementation of the Occupational Safety and Health Act, Executive Order 12196, 29 CFR 1960, and 15 FAM 900. The course will also explain the SHEM Office's mission, roles and responsibilities of key safety personnel, SHEM special emphasis programs, and the mishap reporting process.

Course Objectives:
- Explain the relationship between OSHA law, Executive Order 12196, and 15 FAM 900.
- Describe the SHEM mission.
- Apply regulatory requirements to safety and health implementation at post.
- Describe SHEM's Special Emphasis Programs.
- Identify key safety roles and responsibilities at post.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Primarily Department of State Foreign Service employees who will serve as post Occupational Safety and Health Officers or POSHO assistants and, but will be open to other DoS direct-hire employees who have with an interest in safety. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Work Order for Windows

Course Code PA438
Online

This course is intended to provide employees with the necessary skills to successfully account for U.S. government assets, manage facilities, and improve personnel efficiencies and accountability.

Course Objectives:
- Describe the general features of Web.PASS and the Work Order for Windows application.
- Access and navigate the Web.PASS Explorer window and WOW application.
- Account for U.S. government assets.
- Plan, manage and report required tracking expenses.
- Provide reports in compliance with applicable regulations and statutes.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, LE Staff) employees working as order clerks, facility management secretaries, and DoS direct-hire LE Staff who will use Web.PASS Work Order application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 4½ hour course.

Financial Management Training

eAllowances: Per Diem

Course Code PA461
Online

This course provides information on how to complete the DS-2026 Hotel and Restaurant Report, commonly referred to as the "Per Diem Form." Foreign Travel Per Diem reimbursements for lodging, meals and incidental expenses are determined by the prices that posts report on the electronic or paper version of the DS-2026.

Course Objectives:
- Complete, update and submit the new electronic post Travel Per Diem Allowance survey to Department of State Office of Allowances.

OPM Competencies Addressed:
✓ Continual Learning
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. This is a "State specific" course open to third-party contractors who have a job-related need working with eAllowance Per Diem applications. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete this one-hour course.

eAllowances: Retail Price Schedule

Course Code PA462
Online

This course describes the automated process used to enter the Retail Price Schedule into eAllowances, and the Retail Price Survey at Web.PASS posts. It identifies key players and their roles in completing and submitting the survey.

Course Objectives:
- Describe the process used to establish Post Cost of Living Allowance.
- Open a Retail Price Schedule in eAllowances.
- Enter data from the Retail Price Schedule, DS-2020, parts 1-4, and DS-2021, if applicable.
- Complete the Retail Price Schedule packet and validate survey data.
- Submit the survey electronically to the Office of Allowances.

Course Assumptions: Individuals have been assigned to collect retail prices and enter the data into eAllowances; individuals have been assigned a Web.PASS logon, and the System Administrator has granted permission for the eAllowances application.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Technical Skills

Prerequisite: Ability to read and write English.

Audience: Department of State direct-hire (FS, LE Staff) employees who are responsible for collecting and verifying data for Retail Price Schedules: Price Collectors, post data entry personnel, Certifying Officials and Office of Allowances personnel. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Federal Assistance Financial Management, Overview of

Course Code PA367
Online

Provide students an overview of the financial management of grants and other federal assistance.

Note: For detailed instruction on Grants, please see *PY220 Introduction to Grants and Cooperative Agreements*, page 135, and *PY222 Monitoring Grants and Cooperative Agreements*, page 137.

Course Objectives:
- Identify Federal assistance programs, processes and regulations.
- Describe the role of key players in the assistance process.
- Explain the differences between assistance and acquisitions.
- Explain the difference between invitational travel and grants for travel.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Development
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) Financial Management Officers, Management Officers, Domestic Budget Analysts and senior LE Staff who deal with federal assistance or have financial management responsibilities.

Schedule: Students have 90 days to complete this 1½ hour course.

How to be a Certifying Officer

Course Code PA291
Text-Based

This course is a primer for the person serving as a Certifying or Alternate Certifying Officer at post. It is especially recommended for any employee who will serve as Alternate Certifying Officer, but who does not have a background in financial management work. The course will prepare participants to assume certification responsibilities. Additional essential information on training requirements for those employees seeking designations as principal or alternate certifying officers is in the subchapters of 4 FAH-3 H-065.

Course Objectives:
- Apply financial regulations to the work of certifying payments from official funds.
- Describe the nature of personal financial liability associated with the certifying function.
- Review and approve for payment various financial documents.
- Read and interpret fiscal data (strip codes).

- Recognize how and when to challenge the validity of questionable vouchers.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Management of Resources
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees performing Certifying Officer or Alternate Certifying Officer duties at posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 40-hour course.

Post Allowance: Retail Price Collecting

Course Code PA463
Online

This course describes the process used to complete the DS-2020 Retail Price Schedule, parts 1-3 and DS-2021 (if applicable). Price collectors in foreign locations will use these forms to collect retail prices of goods and services identified by post personnel on the DS-1996, Living Pattern Questionnaire. Prices reported in the Retail Price Schedule are analyzed by the Office of Allowances to establish a COLA index used to establish a Post Allowance rate. This lesson identifies key players and their roles in the survey process, explains the process and guidelines for price collection, and identifies the steps for survey completion and submission to the Office of Allowances.

While this course teaches the process for submitting a survey in hard copy, it prepares the price collector for the next course, *PA462 eAllowances: Retail Price Schedule*, page 114. Posts and locations with Web.PASS and eAllowances installed should take this course.

Course Objectives:
- Describe the process used to establish Post (Cost of Living) Allowance.
- Differentiate key players and their roles in the survey process.
- Summarize the guidelines for price collecting and completing the Retail Price Schedule.
- Complete the Retail Price Schedule packet for approval and submission.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are responsible for collecting and verifying data for Retail Price Schedules: Price Collectors, post Data Entry Personnel, Certifying Officials and Office of Allowances Personnel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Purchase Card Designated Billing Official Training

Course Code PA300
Online

This course will familiarize the Designated Billing Official (DBO/FMO) with Department of State Purchase Card program policies and procedures and provide the DBO with the necessary instruction to perform their functions as a Designated Billing Official (DBO/FMO or Voucher Examiner) under the Purchase Card program including the overall management and reconciliation of the monthly Citi invoice (corporate invoice). This course serves as both initial training and refresher training for DBOs.

Course Objectives:
- Comply with initial and refresher training requirements related to the DBO's role in the Purchase Card program.
- Recognize the benefits of the Government Purchase Card program.
- Identify the roles of each participant.
- Indicate which types of purchases a cardholder can and cannot make with the Purchase Card.
- Familiarize the DBO with the authorities for and the responsibilities of the cardholder in using the Purchase Card.
- Recognize the need for review and reconciliation of the monthly Purchase Card statement and supporting documentation by the cardholder.
- Identify the role of the Approving Official in the monthly review and approval of the cardholder statement.
- Recognize the need for reconciliation and payment of the bureau or post monthly invoice and its relationship and importance to reconciled cardholder statements and supporting documentation.
- Explain the process to make changes to the DBO account.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Exam Requirement: To successfully complete this course, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS) employees who are DBOs and/or Voucher Examiners who will be responsible for performing the monthly reconciliation of the Purchase Card invoice. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Reading and Understanding Fiscal Data

GFS10
Online

This online course is designed for Department of State employees working overseas who will benefit from an ability to read and understand strips of fiscal data. Domestic employees and

employees from other agencies will also benefit from the course; however, the secondary audience should be aware that many of the situations providing a context for the fiscal data used in the course will come from an overseas environment, and the course focuses on fiscal data for the U.S. Department of State.

Course Objectives:
- Read a strip of fiscal data (fiscal strip), define what it means and translate each segment of the strip code while accessing relevant regulations.
- Verify the accuracy of a Department of State strip code for the purpose for which it was produced.
- List the major appropriations used by the Department of State without reference to course materials.
- Explain what is meant by "serviced agency" and the system validation process for fiscal data from serviced and non-serviced agencies.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To receive credit for this course, users must pass the final exam with an 80% pass rate.

Audience:
- Primarily overseas-based direct-hire Department of State employees who have a job, career or mission-related need to handle financial information and who will benefit from an ability to read and understand strips of fiscal data.
- Domestic employees and employees from other agencies may also apply, but should be aware the primary course focus is for overseas-based processes.
- GFS Training will have third-party approval for State Department enrollments and will serve as the official approver for other-agency ICASS employees as GFS Training will reimburse FSI for hosting this training.

To Enroll:
- Department of State employees (CS, FS, LE Staff) click "Apply Now" to request enrollment (FS have the option of requesting enrollment through HR/CDA).
- Other agency ICASS employees click "Apply Now."
- Non-ICASS other agency employees and all third-party contractors, submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.
- DoS contractors, include a Contractor Officer Approval Memo.

Voucher Examiner Course

Course Code PA480
Online

The course will prepare students to be operationally effective voucher examiners. Students will learn how to complete and process virtually all types of vouchers that pass through a typical voucher unit of the FMO Office. Participants will also learn how to reconcile voucher data with supporting documents and accurately complete/examine vouchers prior to forwarding the packet for certification. The course includes readings and quizzes based on the main sections of applicable USG regulations.

Course Objectives:
- Develop the skills needed to perform most regularly recurring duties of the voucher examiner with integrity, accuracy, and efficiency.
- Familiarize voucher examiners with the forms and procedures used by the Department of State to process payments both for itself and for all customer agencies.
- Provide an overview of the principal funding sources and mechanisms through which the Department of State operates.
- Help voucher examiners understand how to refer to and apply regulations in the performance of their job in the Department of State.
- Reinforce the importance of referring regularly to the online versions of the authorities relevant to the Financial Management Office (e.g., FAM, FAH, DSSR, JTR); and to utilize online reference tools such as GFS Knowledge Base and COAST Reporting for information.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Primarily overseas-based Department of State and other agency employees and contractors who have a job- or mission-related need to handle financial information and inspect vouchers in preparation for certifying them for payment. GFS Training will have third-party approval for State Department enrollments and will serve as the official approver for other-agency ICASS employees as GFS Training will reimburse FSI for hosting this training. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete the 40-hour course.

Web.PASS Procurement: Accounting Department

Course Code PA423
Online

This course provides online training for the Post Administrative Software Suite Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. This course trains learners in using PASS to assign fiscal data to procurements and determine whether to allow a procurement to continue on to the Financial Management Officer, or to return it due to insufficient data.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service

✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the WebPASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Web.PASS Procurement: Financial Management Officer

Course Code PA424
Online

This course provides online training for the Post Administrative Software Suite Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Financial Management Officer trains Financial Management Officers in using PASS to approve, hold for the end of the fiscal year, return, or kill procurements.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the WebPASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Procurement: Vouchering Department

Course Code PA427
Online

This course provides online training for the Post Administrative Software Suite Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Vouchering trains the learner in using PASS to process invoiced payments for received items.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the WebPASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

WebRABIT State Program and PD Budget Preparation Tool

Course Code PA368

The WebRABIT application allows participants to enter, import, modify and save budget and employee data used to create, copy, modify and delete State Diplomatic and Consular Programs and Public Diplomacy annual budgets from year to year. Additionally users will be able to customize the data to create and study unique budget scenarios. Participants will learn: how to create database that can be imported into each new fiscal year plan thus saving time; how to navigate through the various modules to finalize the annual budgets in

compliance with Departmental guidelines; and how to submit budget reports to Washington.

Course Objectives:
- Add, import, copy, and delete budget plan data.
- Create and modify end of year actuals and non-recurs.
- Create and modify post global and local profiles.
- Create and modify American employee and LE Staff data.
- Modify budget plans with adjustment increases and decreases.
- View, print, and submit reports to the Global Database.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Teamwork
✓ Technical Skills

Audience: Department of State Financial Management Officers, Budget Officers, and DoS direct-hire LE Staff and others responsible for budget duties. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this two-hour course.

General Services Operations Training

NEPA for Windows, Basic Overseas Record Keeping

Course Code PA227
CD-ROM

This course teaches students the basic functions of the Department of State's Nonexpendable Property application to keep track of U.S. government-owned property at posts. It is a self-instructional course in basic data entry skills. This version does not contain WebNEPA, but is still compatible and applicable. Course materials include a CD with all the instructions a student needs to learn the basic functions of NEPA, and special training databases with all the NEPA files and records used for this course. Students work in these databases to complete the lessons and exercises of this course and its final test.

Course Objectives:
- Create, modify and delete location records.
- Create, modify and dispose of property records.
- Create, modify and delete maintenance records.
- Use standard NEPA utilities to change responsible officer item codes, agency codes and property numbers.
- Produce standard NEPA reports.

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Professional Standards

Prerequisite: Ability to read and write English. The PC used for this self-instructional course should not have any other version of NEPA or PASS installed.

Exam Requirement: To complete this course successfully, students must pass the final examination, included on the CD-ROM, with score of 80% or better.

Audience: Department of State Foreign Service Officers at post who use NEPA for Windows to track or manage post's nonexpendable property inventory. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with NEPA as defined above. Students desiring to enroll in PA227 should contact their HRO or Management officer to obtain a copy of the CD-ROM. Upon completion of the course; the CD generates a certificate of completion. This certificate should be signed by the official who administered the exam, and then faxed to FSI/SPAS/MTT at 703-302-3099. Once MTT receives the certificate, it will be forwarded to the FSI Office of the Registrar to ensure the student receives official credit for completing the course.

Schedule: Students have 90 days to complete this 30-hour course.

Property Management for Custodial Officers

Course Code PA169
Online

This course teaches domestically-based employees to manage and control property owned by the Department of State. Online self-study readings and quizzes provide the student with the knowledge of the regulations, management control requirements and correct procedures for tracking property.

Course Objectives:
- Describe the responsibilities of a bureau accountable property management officer and custodial officers.
- Document the receipt, issuance/loan, loss, damage, theft and excising of accountable property.
- Determine which items to track in the Department's ILMS Asset Management system.
- Review the scanners to take an automated inventory.
- Describe the content and significance of the annual Certification of Inventory Reconciliation.

OPM Competencies Addressed:
✓ Accountability

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees especially those serving as principal or area custodial officers, who have property management responsibilities as part of their regular duties. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with Property Management as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete this 20-hour course.

Real Property Management

Course Code PA420
Online

The purpose of this course is to provide students with the basic skills and knowledge necessary to successfully manage real property at U.S. missions overseas.

Course Objectives:
- The roles and responsibilities of the Bureau of Overseas Building Operations office and how that relates to roles and responsibilities for real property management at post.
- How to acquire real property through purchasing and leasing.
- How to dispose of real property.
- How to assign and prepare residential properties for occupancy.
- The function of market surveys and rental benchmarks.
- The correct procedures for documentation and record keeping.
- Who funds maintenance and repair of real property.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, LE Staff) employees who manage real property at U.S. missions. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Travel Policy and Procedures at Post

Course Code PA244
Online

This course is to provide students with the skills and knowledge necessary to manage the performance of official travel at U.S. missions overseas.

Course Objectives:
- Name the regulations governing travel for the Department of State and other agencies.
- Identify documentation used for official travel, such as the Travel Authorization and Government Travel Request, and explain how they are used to control resources.
- Name the various types of official travel and identify which regulations pertain to each.
- Explain the Fly America Act and city-pair fares, and apply these and other points of law/regulation appropriately to individual instances.
- Define cost-constructed travel and be able to apply its principles to individual cases.
- Explain the methods available to administer the travel function at post.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: Familiarity with PC use and the Internet. FSN students taking the course must have competency in both spoken and written English.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who manage or arrange official travel for others at posts. Course enrollment is open to all agencies on a reimbursable basis; however, the course content is targeted to a Department of State audience. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this approximately eight-hour course.

VIP Visits: Basic Managing Hotels and Control Rooms

Course Code PA475
Webinar

Basics of managing hotels and control rooms is one of a suite of virtual VIP Visits courses. This one-hour live, online course will provide participants with the appropriate background and skills to plan and prepare for official high-level visitors at post, including how to provide necessary accommodations based on the visitors' requirements. Participants will be provided with in-depth discussions, best practices, and interactions from a variety of perspectives, while developing a network of colleagues.

Course Objectives:
- Make contact with relevant officials in the travel party.
- Determine who will be participating in the visit.
- Identify the requirements for hotels and control rooms.
- Track, support staff information for funding.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis

✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Course Requirement: Participants must participate and remain online for the full length of the session to receive credit.

Audience: Department of State direct-hire serving as General Service Officers, Foreign Service Nationals and other DoS direct-hire LE Staff who are involved in high-level visits. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Webinar; one-hour.

VIP Visits: Effective Transportation, Motorcade and Baggage Support

Course Code PA476
Webinar

Effective transportation, motorcade, and baggage support is one of a suite of virtual VIP Visits courses. This one-hour live, online course will introduce participants to processes and procedures for developing and implementing successful transportation, motorcade and baggage plans to support high-level visitors. Additionally, participants will be provided with resources and access to subject matter experts who will detail best practices and conduct robust interactive discussions from a variety of perspectives.

Course Objectives:
- Meet the transportation and baggage-handling needs of high-level visits.
- Assist with motorcade operations.
- Seek advice from experts and access resources.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Course Requirement: Participants must participate and remain online for the full length of the session to receive credit.

Audience: Primarily Department of State General Service Officers, Foreign Service Nationals and other DoS direct-hire LE Staff who are involved in high-level visits. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Webinar; one-hour.

VIP Visits: Funding and Procurement

Course Code PA474
Webinar

Funding and procurement is one of a suite of virtual VIP Visit courses. In this one-hour live, online course, participants will be engaged in participatory discussions with experienced facilitators on obtaining fund sites and planning for unique procurement needs related to high-level visits. The course emphasizes collaborating with team members with specific emphasis on communication.

Course Objectives:
- Review funding policies for high-level visits.
- Determine payments and reimbursements.
- Define authority requirements based on visitor(s).
- Collaborate with members involved in the visit team.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Course Requirement: Participants must participate and remain online for the full length of the session to receive credit.

Audience: Primarily Department of State General Service Officers, Foreign Service Nationals and other DoS direct-hire LE Staff who are involved in high-level visits. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Webinar; One-hour.

Web.PASS Expendable Supplies: Basic Recordkeeping

Course Code PA436
Online

This course provides practical training in the use of the Post Administrative Software Suite Expendable Supplies application.

Course Objectives:
- Identify the default data options available within the Table Administration folder.
- Identify the tasks of the ordering process in the Request Supplies file.
- Maintain inventory of expendable supplies that are stocked and warehoused at post.
- Record supplies that are issued to customers.
- Create a new order, add items and reorder stock.
- Log received items for tracking purposes.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State General Service Officers and DoS direct-hire Foreign Service Nationals/LE Staff who require a basic working knowledge of the Web.PASS Expendable Supplies application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Web.PASS Expendable Supplies: Inventory Management and Reports

Course Code PA437
Online

This course provides practical training in the use of the Post Administrative Software Suite Expendable Supplies application.

Course Objectives:
- Identify the default data options available within the Table Administration folder.
- Identify the tasks of the ordering process in the Request Supplies file.
- Maintain inventory of expendable supplies that are stored and warehoused at post.
- Record supplies that are issued to customers.
- Create a new order, add items and reorder stock.
- Log received items for tracking purposes.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State General Service Officers and DoS direct-hire LE Staff who require a basic working knowledge of the Web. PASS Expendable Supplies application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Web.PASS Procurement: Receiving Department

Course Code PA426
Online

This course provides online training for the Post Administrative Software Suite PASS Procurement Software. PASS Procurement is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS procurement allows all participants in the procurement process to track each procurement at post in real time. It also facilitates the processing of a procurement request by the procurement and financial management offices from initial request to final payment. PASS Procurement: Receiving Department trains learners in using PASS to document the receipt of items procured by the U.S. government.

Course Objectives:
- Train requestors and other users in the basic functions and concepts of PASS Procurement.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who use the Web. PASS Procurement application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete two-hour course.

Web.PASS Vehicle Registration and Maintenance

Course Code PA429
Online

This course provides practical training in the use of the Post Administrative Software Suite Vehicle Registration and Maintenance application.

Course Objectives:
- Navigate the Web.PASS Vehicle Registration and Maintenance application.
- Identify the default data options available within the Table Administration folder.
- Maintain records of vehicles at post.
- Maintain records of motor pool employees at post.
- Schedule drivers and prepare trip tickets.
- Prepare reports and ad-hoc queries.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Audience: Department of State General Service Officers and DoS direct-hire LE Staff who require a basic working knowledge of the Vehicle Registration and Maintenance application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Human Resources Management Training

ePerformance for Civil Service

Course Code PA449
Online

ePerformance for Civil Service automates the creation and approval of the Performance Plan and Appraisal via the Manager and Employee self-service components of the Global Employment Management System. Managing the process online provides employees the opportunity to plan, review, and approve performance appraisals. ePerformance mirrors the current Civil Service appraisal process.

Course Objectives:
- Recognize the universal navigation elements in ePerformance.
- Identify the elements of the ePerformance tool and complete essential tasks.
- Identify the processes and tasks associated with electronically submitting a DS-7644 form as an employee.
- Identify the processes and tasks associated with electronically submitting a DS-7644 form as a Rating Official (manager).
- Identify the processes and tasks associated with electronically submitting a DS-7644 as a Human Resources Specialist.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ External Awareness
✓ Integrity/Honesty
✓ Problem Solving

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State Civil Service employees and DoS FS supervisors of DoS CS employees. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this 1½-hour course.

ePerformance for Foreign Service

Course Code PA448
Online

ePerformance provides employees with the opportunity to plan, review, and approve performance appraisals online. The application mirrors the current Foreign Service Employee Evaluation Report processes. It instructs employees on the initial step of entering work requirements into ePerformance to final deposit of the EER into the employee's Official Performance Folder, while providing flexibility to accommodate Department-specific business rules.

Course Objectives:
- Identify the elements of the ePerformance application and complete essential tasks.
- Identify the processes and tasks associated with electronically submitting a DS-1829 and/or DS-5055 as an employee.
- Identify the processes and tasks associated with electronically submitting a DS-1829 and/or DS-5055 as a Rating Official (Manager).
- Identify the processes and tasks associated with electronically submitting a DS-1829 and/or DS-5055 as a Reviewing Official.
- Identify the processes and tasks associated with electronically submitting a DS-1829 and/or DS-5055 as a HRO Specialist.
- Indentify the processes and tasks associated with performing a technical review of a DS-1829 and/or DS-5055 as a member of the Review Board.
- Recognize the universal navigation elements of the ePerformance application.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decision Making
✓ Decisiveness
✓ External Awareness
✓ Information Gathering and Analysis
✓ Integrity/Honesty
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Problem Solving FS Precepts Addressed

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Management of Sensitive and Classified Material
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State Foreign Service employees and DoS supervisors of DoS FS employees. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this 1½-hour course.

Ethics Orientation for New Employees

Course Code PA451
DoS Intranet (OpenNet)

Federal employees must meet the highest standards of honesty, integrity, impartiality and conduct in order to maintain the public's trust in the integrity and fairness of the U.S. government. A government-wide regulation requires that the Department introduce every new employee to the executive branch ethics program. This online training course has been developed for this purpose.

Note: Special government employees should take *PA452 Ethics Orientation for Special Government Employees*, page 123, and new locally employed staff should take *PA453 Ethics Orientation for New Locally Employed Staff,* page 123.

Course Objectives:
- Determine appropriate gifts from outside sources.
- Verify regulations regarding gifts between employees.
- Identify conflicting financial interests.
- Resolve conflicting personal or business relationships.
- Discuss issues with regard to seeking employment.
- Recognize scenarios involving misuse of position.
- Identify appropriate outside activities.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Professional Expertise

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov. Pre-registration is not required.

Audience: New-hire Department of State direct-hire LE Staff employees.

Schedule: The course takes approximately one-hour to complete.

Ethics Orientation for New Locally Employed Staff

Course Code PA453
Online

Federal employees must meet the highest standards of honesty, integrity, impartiality and conduct in order to maintain the public's trust in the integrity and fairness of the U.S. government. A government-wide regulation requires that the Department of State introduce every new employee to the executive branch ethics program. This online training course has been developed for this purpose. Students may elect to complete the course in any of the following languages: Arabic, English, French, Russian, or Spanish.

Course Objectives:
- Determine appropriate gifts from outside sources.
- Verify regulations regarding gifts between employees.
- Identify conflicting financial interests.
- Resolve conflicting personal or business relationships.
- Discuss issues with regard to seeking employment.
- Recognize scenarios involving misuse of position.
- Applicability of ethics provisions to family members.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Professional Expertise

Audience: New-hire Department of State direct-hire LE Staff employees. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Ethics Orientation for Special Government Employees

Course Code PA452
DoS Intranet (OpenNet)

Federal employees must meet the highest standards of honesty, integrity, impartiality and conduct in order to maintain the public's trust in the integrity and fairness of the U.S. government. A government-wide regulation requires that the Department of State introduce every new employee to the executive branch ethics program. This online training course has been developed for this purpose.

Course Objectives:
- Determine appropriate gifts from outside sources.
- Verify regulations regarding gifts between employees.
- Identify conflicting financial interests.
- Resolve conflicting personal or business relationships.
- Discuss issues with regard to seeking employment.
- Recognize scenarios involving misuse of position.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Professional Expertise

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov.

Audience: New Department of State direct-hire employees hired on a temporary basis for 130 days or less during a period of 365 consecutive days. (The determination of SGE status is made by Department personnel offices at the time an individual is employed.) Pre-registration is not required. Course is available on the Department of State OpenNet at *PA452 Ethics Orientation for New Special Government Employees*.

Schedule: The course takes approximately one-hour to complete.

Evacuation Management System, Introduction to the

Course Code PA487
Online

The Evacuation Management System application allows employees involved in the evacuation process to create evacuation plans, add personnel travel itineraries, assign evacuees to an itinerary, update safe haven addresses and effectively track staff locations throughout the evacuation process.

Course Objectives:
- Access and navigate the Evacuation Management System (EMS) application.
- Access a pre-evacuation summary for your post and apply filters to the summary.
- Create an evacuation plan and apply filters to the evacuation plan.
- Add additional personnel, travel itinerary and authorization/liquidation information
- Assign evacuees to an itinerary and update evacuees' status.
- Update safe haven addresses and create a safe haven summary.
- Create/print standard reports and travel authorizations.
- Update the checked-in indicator for the evacuees.
- View evacuation statistics and departure count by date.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Decision Making and Judgment
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills
✓ Teamwork

Audience: Department of State direct-hire (FS, CS, LE Staff) employees tasked with managing evacuations. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Measuring Performance

Course Code PA240
Online

This OPM-sanctioned course provides specific instruction for employees in the federal sector on how to align employee performance plans with agency goals, focus on results, and include credible measures of performance.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) supervisors and/or team-leaders. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Mission Classification Online Tutorial

Course Code PA446
Online

This course will refresh students on the key elements of position classification at overseas posts using various tools including the Mission Classification System software. Students will be reminded of each key element in the five factors covered in MClass – Responsibility, Knowledge, Intellectual Skills, Communication and Work Environment. Participants will also learn the most common mistakes evaluators make within each factor. The tutorial includes readings of the newly published HR/OE Digest, evaluators' guides, and classification policy. Links throughout the tutorial will allow participants the chance to obtain more information in areas on which they are still unclear. The course includes interactive learning and summary quizzes.

Course Objectives:
- Refresh your knowledge of classification policy and sound position management.
- Refresh your knowledge of the MClass process and "five factors."
- Use additional information to evaluate specific elements in classification that have been identified as problem areas.
- Increase customer confidence that job evaluations you produce reflect consistent interpretation of what is being measured in MClass by Post Evaluators worldwide.
- Support and promote an equitable MClass appeals process at the post and agency headquarters level.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Human Capital Management
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Analytical Skills
✓ Decision-Making and Judgment
✓ Job information
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Audience: Department of State direct-hire (FS, LE Staff) who are certified MClass evaluator overseas and handle classification of LE Staff positions. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Post Personnel: American Track

Course Code PA432
Online

This course provides online training for the Post Administrative Software Suite Post Personnel System. The Post Personnel System is the Department's official Human Resources Information Management system used by all U.S. missions worldwide to capture position and employee data for U.S. government overseas positions under Chief of Mission authority. The American sub-system is used for record keeping and tracking all USG overseas employees. This online course is designed to teach the student how to effectively use the software to capture the necessary data that supports government business processes in the American sub-system.

Course Objectives:
- Train users in the functions and concepts required to process Human Resource data and manage employee information.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Familiarity with PC use and the Internet. Foreign Service Nationals/LE Staff taking the course must have competency in both spoken and written English.

Audience: Department of State Human Resources Officers and their DoS direct-hire staff who will use Web.PASS post Personnel to create and track positions and employees under the authority of the Chief of Missions at U.S. missions overseas. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS

apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this approximately three-hour course.

Web.PASS Post Personnel: Local Track

Course Code PA431
Online

This course provides online training for the Post Administrative Software Suite Post Personnel System. The Post Personnel System is the Department's official Human Resources Information Management system used by all U.S. missions worldwide to capture U.S. government overseas position and employee data under Chief of Mission authority. The Local sub-system maintains position and employee data for LE Staff. It is a production system used to process personnel actions, produce post staffing patterns, PERTEL cables, local compensation pay scales, etc. for USG LE Staff. This online course is designed to teach the student how to effectively use the software to capture the necessary data that supports government business processes in the Local sub-system.

Course Objectives:
- Train users in the functions and concepts required to process Human Resource data and manage employee information.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Familiarity with PC use and the Internet. Foreign Service Nationals/LE Staff taking the course must have competency in both spoken and written English.

Audience: Department of State Human Resources Officers and their DoS direct-hire staff who will use Web.PASS post Personnel to create and track positions and employees under the authority of the Chief of Missions at U.S. missions overseas. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this approximately three-hour course.

Logistics Management Training

ILMS Asset Management – Basic Property Record Keeping

Course Code PA364
Online

Students learn how to track U.S. government-owned property at bureaus and offices using the Asset Management application of ILMS. The course explains the application's functionality and concepts, system simulations and practice exercises. Participants learn the lifecycle of an asset and system functionality that is associated with the lifecycle. The course is intended for locations where ILMS Asset Management has replaced NEPA for Windows as the system for tracking property.

Course Objectives:
- Navigate Asset Management.
- Recognize the lifecycle of an asset within Asset Management.
- Recognize the hierarchy of an asset within Asset Management.
- Identify Asset Management terminology and how it relates to the NEPA terminology.
- Managing or performing Asset Management functions.
- Develop technical credibility.

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Professional Standards

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 131.

Prerequisite: Basic computer skills (PC basics, basic Internet/intranet browser navigation), working knowledge of property management regulations (14 FAM), working knowledge of property management.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees in bureaus and posts who have the responsibility for handling property management activities - particularly the Principle Custodial Officer. This is a "State specific" course open to third-party contractors who have a job-related need working with ILMS Recordkeeping as defined above. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS/Non-DoS apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to schedule the tutorial and complete this 16-hour course.

ILMS Asset Management – Basic Property Record Keeping (Overseas)

Course Code PA366
Online

Students learn how to track U.S. government-owned property at posts using the Asset Management application of the Department's Integrated Logistics Management System. The course will explain the application's functionality and new concepts, system simulations, and practice exercises in a simulated environment. Throughout the course, participants are walked through the lifecycle of an asset and taught the system functionality that is associated with that aspect of the lifecycle. The course is intended for posts where ILMS Asset Management has replaced the Non-Expendable Property Application as the system for tracking property.

Course Objectives:
- Navigate ILMS Asset Management.
- Identify new Asset Management terminology.
- Receive orders and create accountable assets in the receiving module of ILMS.
- Add capitalized and non-capitalized assets.
- Add heritage and group assets.
- Copy assets.
- Add group and heritage assets.
- Modify asset information.
- Track maintenance events.
- Perform mass custodian updates.
- Perform mass status updates.
- Add location codes.
- Modify and deactivate location codes.
- Generate the DS-584 transfer report.
- Perform single and mass transfers.
- Transfer assets.
- Make cost adjustments.
- Make cost additions.
- Perform group asset transfers.

- Update group asset quantities.
- Generate and modify the DS-132 disposal report .
- Perform single and mass disposals.
- Reinstate assets.
- Run Asset Management reports.
- Retrieve previously generated reports.
- View asset audit trails.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation) and *Supply Chain Management*. Working knowledge of property management regulations (14 FAM). Working knowledge of Property Management.

Note: The point of contact for further information is Tammy Davis, A/LM/PMP/BA/PM at 703-875-6415 or by e-mail at: DavisT2@state.gov.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees at posts who have the responsibility for handling property management activities, particularly the Accountable Property Officer. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 24-hour course.

ILMS Asset Management – Property Reconciliation Process (Domestic)

Course Code PA363
Online

Students learn how to perform a physical inventory using the Asset Management application of the Department of State's Integrated Logistics Management System. The course explains the application's functionality and new concepts and has practice exercises in a simulated environment. Throughout the course, participants are walked through an end-to-end physical inventory process beginning with preparing for the physical inventory to finalizing the inventory reconciliation. The course will also cover how to utilize the Intermec barcode scanner with ILMS.

Course Objectives:
- Navigate Asset Management.
- Identify new Asset Management terminology.
- Plan a physical inventory.
- Set up a physical inventory in Asset Management.
- Use the Intermec barcode scanner.
- Download and upload data from the Intermec barcode scanner to Asset Management.
- Reconcile a physical inventory in Asset Management.
- Finalize the physical inventory.
- Run Asset Management reports.
- Retrieve previously generated reports.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓Technical Skills

Recommended Preparation: *PA360 Introduction to Supply Chain Management,* page 127.

Prerequisite: Basic computer skills (PC basics, basic Internet/intranet browser navigation), Supply Chain Management, working knowledge of property management regulations (14 FAM), working knowledge of property management and physical inventory concepts.

Audience: Department of State direct-hire (FS, CS, LE Staff) domestically assigned employees, particularly Principal Custodial Officer's, who have responsibility for reconciling a physical inventory. This is a "State Specific" course open to third-party contractors who have a job-related need working with ILMS Property Reconciliation as defined above.

Note: The point of contact for further information is Tammy Davis, A/LM/PMP/BA/PM at 703-875-6415 or by email at DavisT2@state.gov.

Schedule: Students have 90 days to complete the 16-hour online course.

ILMS – Asset Management – Property Reconciliation Process (Overseas)

Course Code PA365
Online

Students learn how to perform a physical inventory using the Asset Management application of the Department's Integrated Logistics Management System (ILMS). The course will explain the application's functionality and new concepts and go through practice exercises in a simulated environment. Throughout the course, participants are walked through an end-to-end physical inventory process beginning with preparing for the physical inventory to finalizing the inventory reconciliation. The course will also cover how to utilize the Intermec barcode scanner with ILMS. The course is intended for posts where ILMS Asset Management has replaced the Non-Expendable Property Application as the system for tracking property.

Course Objectives:
- Navigate ILMS Asset Management.
- Identify new Asset Management terminology.
- Plan a physical inventory.
- Set up a physical inventory in Asset Management.
- Use the Intermec barcode scanner.
- Download and upload data from the barcode scanner to Asset Management.
- Reconcile a physical inventory in Asset Management.
- Finalize the physical inventory.
- Run Asset Management reports.
- Retrieve previously generated reports.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation) and Supply Chain Management. Working knowledge of Property Management regulations (14 FAM). Working knowledge of Property Management.

Note: The point of contact for further information is Tammy Davis, A/LM/PMP/BA/PM at 703-875-6415 or by e-mail at:DavisT2@state.gov.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees at posts who have the responsibility for handling property management activities, particularly the Accountable Property Officer. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 16-hour course.

ILMS – Overseas Ariba Approver Training

Course Code PA377
Online

The course will provide students the knowledge and skills required to perform the essential Approver tasks when using the Department's Integrated Logistics Management System (ILMS). The course will explain the Approver application functionality and go through practice exercises in a simulated environment.

Course Objectives:
- Provide an introduction to Ariba.
- Provide step-by step instructions to approve and track requests.
- Provide step-by step instructions to manage email preferences.
- Provide step-by step instructions to update user preferences and profile.
- Provide step-by-step instructions to use iForms.
- Approve/Deny requests.
- Check the status of a request.
- Update email preferences.
- Update user profile and default currency.
- Use iForms for new user access.
- Use iForms to submit an inquiry to the ILMS Support Desk.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite:
Travel to or from a post currently using ILMS.

Audience: Department of State direct-hire (FS, LE Staff) overseas employees who have responsibility as Approvers. This is a "State specific" course open to third-party overseas-based contractors who have a job-related responsibility as Approvers using the Ariba software as defined above. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Note: The point of contact for further information is Paul Edmondson, A/LM/PMP/P/PD at 703-875-4307 or by e-mail at: EdmondsonPR@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS – Overseas Ariba Requester Training

Course Code PA376
Online

The course will provide students the knowledge and skills required to perform the essential Requestor tasks when using the Department's Integrated Logistics Management System. The course will explain the Requestor application functionality and go through practice exercises in a simulated environment.

Course Objectives:
- Provide an introduction to Ariba.
- Provide step-by step instructions to create, track, and print purchase requests.
- Provide step-by-step instructions to use folders.
- Provide step-by step instructions to manage email preferences.
- Provide step-by step instructions to update user preferences and profile.
- Provide step-by step instructions to use iForms.
- Create, track, and print a purchase request.
- User personal and shared folders.
- Update email preferences.
- Update user profile and default currency.
- Use iForms for new user access.
- Use iForms to submit an inquiry to the ILMS support desk.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Travel to or from a post currently using ILMS.

Exam Requirement: To successfully complete this course, students must access every page in all the modules.

Audience: Department of State direct-hire (FS, LE Staff) overseas employees who perform Requester functions in the system. This is a "State specific" course open to third-party overseas-based contractors who have a job-related responsibility as Requester using the Ariba software as defined above. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Supply Chain Management, Introduction to

Course Code PA360
Online

This course defines the concepts of Supply Chain Management and the Integrated Logistics Management System, their roles within the Department of State and how ILMS automates and provides performance measures of the supply chain. Although supply chain principles are broadly applicable, this training is tailored to the Department of State's unique operating environment and culture. The training is designed for American direct-hire and Locally Employed (LE) Staff logistics management professionals working both domestically and in our overseas missions Completion of this training is a recommended preparation for enrollment in the various ILMS training modules.

Course Objectives:
- Describe the components of any supply chain.
- Understand the principles of the end-to-end supply chain.
- Understand the difference between functional vice cross-functional processes.
- Name the concepts of the real-time supply chain.
- Manage the supply chain.
- Name the components of ILMS.
- Understand how ILMS automates the supply chain.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Professional Standards

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the logistics management field domestically and in missions overseas. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with supply chain management as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete this three to four-hour course.

Management Tradecraft

E2 Solutions: Online Booking Engine

Course Code PA199
Online

The purpose of this course is to provide students with a clear understanding of their duties and responsibilities when using the E2 Solutions software and the Online Booking Engine.

Course Objectives:
- Determine when you should use the Online Booking Engine and when you should contact a Travel Management Center travel agent for assistance.
- Describe the role the TMC plays in issuing tickets.
- Explain the key U.S. government and Department of State travel policies.
- Initiate reservations with the OBE and select flights with either unrestricted or restricted fares.
- Make reservations after the authorization has been approved.
- Make hotel and rental car reservations through OBE when needed.

OPM Competencies:
✓ Creativity and Innovation
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision Making
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Teamwork

Prerequisite: Travelers are required to take the *PK197 E2 Solutions: Traveler Arranger* course, page 129, prior to taking the *PA199 E2 Solutions: Online Booking Engine* course, page 128.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who conduct domestic and international travel in the Department of State. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis.

Schedule: Students have 90 days to complete this two-hour course.

E2 Solutions: System Administrator

Course Code PA195
Online

This course will assist travel system administrators with implementing and maintaining the Global E-Travel System at Post and gaining in-depth knowledge of the system administrator's procedures and processes.

Course Objectives:
- Establish system administration settings for users at post to include Post level System Administrator, Certifying Officer, Financial Management Office Personnel, and Travel Arrangers.
- Assist users with E2 logins, password reset, and username retrieval through the E2 login help option.
- Explain the procedures to add a new user; unlock and re-initialize a user account; update user information in a user's profile; and provide a user with super arranger access.
- Implement check-in/check-out procedures at post to ensure that all E2 accounts are activated at the beginning of an assignment and disabled at the end of the assignment.
- Run the E2 Solutions Configuration History for major customer report and confirm employee IDs before creating new user profiles.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Interpersonal Skills
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To successfully complete this course, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, LE Staff) System Administrators. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis.

Schedule: Students have 90 days to complete this one-hour course.

E2 Solutions: Travel Approver

Course Code PA198
Online

This course is designed to familiarize managers who approve staff travel to post and domestic locations using the E2 Solutions application and to provide training in the proper use of the E2 application.

Course Objectives:
- Explain the E2 application and the travel approval process.
- Recognize travel documents.
- Review, approve, amend and cancel travel documents.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Interpersonal Skills
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Technical Skills

Recommended Preparation: *PK195 Travel Policies and Procedures for Domestic Offices*, page 128, is recommended for inexperienced domestic travel approvers and *PA244 Travel Policies and Procedures at Post*, page 119, is recommended for inexperienced overseas travel approvers. Both courses will help travel approvers increase their knowledge of federal travel regulations.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who approve travel at post and domestic locations. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

E2 Solutions: Travel Arranger

Course Code PK196
Online

This course is designed to familiarize travel arrangers with the E2 Solutions application for preparing travel documents and to provide training in its proper use.

Course Objectives:
- Prepare travel authorizations.
- Create and amend open authorizations.
- Create travel authorizations for special trip types.
- Examine the special features available within the E2 application.
- Produce and cancel travel vouchers, liquidate travel advances and amend travel documents.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Technical Skills

Recommended Preparation: *PK195 Travel Policies and Procedures for Domestic Offices*, page 128, is recommended for inexperienced arrangers, while *PA244 Travel Policies and Procedures at Post*, page 119, is suggested for inexperienced travelers posted overseas.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS) employees who are either new to arranging travel using E2 Solutions or want to increase their existing knowledge of federal travel regulations and TDY-related travel procedures. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½ -hour course.

E2 Solutions: Traveler

Course Code PK197
Online

This course is designed to familiarize travelers with the E2 Solutions application for preparing travel documents and to provide training in the E2 applications.

Course Objectives:
- Create authorizations and vouchers.
- Manage E2 user profile and password.
- Prepare travel authorizations.
- Verify current status of travel authorizations and vouchers.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Operational Effectiveness
✓ Technical Skills

Recommended Preparation: *PK195 Travel Policies and Procedures for Domestic Offices*, page 128, is recommended for inexperienced domestic travelers, while *PA244 Travel Policies and Procedures at Post*, page 119, is suggested for inexperienced travelers posted overseas.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Schedule: Students have 90 days to complete this 1½-hour course.

Audience: Department of State direct-hire employees who are either new to arranging travel using E2 Solutions or want to increase their existing knowledge of federal travel regulations and TDY-related travel procedures. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

eCountry Clearance: Approver

Course Code PA472
Online

This course familiarizes individuals who approve country clearances with the eCountry Clearance Web-based application. eCC manages unclassified country clearance requests for all visiting U.S. government employees and visitors who fall under Chief of Mission Authority, eliminating the need to send country clearance cables. This includes USG employees, CODELS, STAFFDELS, and other VIPs, whether they will visit the post or attend an offsite event in that country.

Course Objectives:
- Navigate the eCountry Clearance Application.
- Approve or disapprove a request.
- Check status of request.
- Cancel an itinerary.
- Copy and update an approved itinerary.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who approve country clearances. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this ½-hour course.

eCountry Clearance: Post Administrator

Course Code PA473
Online

This course is designed to familiarize all individuals who manage their Post's network and server operations with how to implement the necessary distribution groups and successfully integrate the eCountry Clearance application with Active Directory; manage and update Post Information Data Sheets; add, edit and delete Post Notification Sections; and generate reports. eCC manages unclassified country clearance requests for all visiting U.S. government employees and visitors who fall

under Chief of Mission Authority, eliminating the need to send country clearance cables. This includes USG employees, CODELS, STAFFDELS, and other VIPs, whether they will visit the post or attend an offsite event in that country.

Course Objectives:
- Modify Travel Information Sheets.
- Maintain and update distribution groups.
- Modify default post data.
- Generate reports.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who manage the post's network and server operations. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this ½-hour course.

eCountry Clearance: Requestor

Course Code PA471
Online

This course is designed to familiarize those who request country clearances with the new eCountry Clearance Web-based application. eCC manages unclassified country clearance requests for all visiting U.S government employees and visitors who fall under Chief of Mission Authority, eliminating the need to send country clearance cables. This includes USG employees, CODELS, STAFFDELS, and other VIPs, whether they will visit the post or attend an off-site event in that country.

Course Objectives:
- Create a new itinerary with multiple destinations.
- Submit a request for approval.
- Check status of request.
- Cancel an itinerary.
- Copy and update an approved itinerary.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who request country clearances. Other agency employees who meet the above-stated requirements may take this training on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this ½-hour course.

Management Controls

Course Code PA164
Online

This course provides an overview of management controls/internal controls including the legislative and regulatory basis for these controls, standards and techniques for identifying vulnerabilities in an office and a detailed explanation of how to perform a Management Controls review. Included in the course are checklists, examples, reproducible forms and detailed step-by-step instructions. It is an excellent alternative for those students who cannot attend *PA137 Management Controls Workshop*, page 211.

Course Objectives:
- Define management controls.
- Identify management controls weaknesses.
- Structure a Management Controls review.
- Develop a corrective action plan.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Problem Solving

FS Precepts Addressed:
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness

Prerequisite: Students should have a professional-level competency (read/write) in English at the 3/3 level.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) managers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 40-hour course.

Post Duty Officer Responsibilities, Introduction to

Course Code PA404
Online

This course provides an introduction to post duty officer responsibilities and offers general techniques for dealing with many of the events a Duty Officer at a Foreign Service post abroad might encounter.

Course Objectives:
- Explain the purpose of the post duty officer program and the fundamental responsibilities of a duty officer.
- Identify the resources and scope of action of a duty officer including limitations on action.
- Assess when and how best to take action based upon the context of the event, resources, and answers to questions posed.
- Collect information that is pertinent to an emergency situation.
- Identify general guidelines for addressing common consular and non-consular emergencies, problems, and issues that may occur after business hours.
- Identify appropriate actions for a duty officer when assessing and responding to consular-related emergencies, including illness, accident, death, or arrest of U.S. citizens.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Professional Expertise

Schedule: Students have 90 days to complete this two-hour course.

Audience: Department of State direct-hire (FS, CS) employees serving under Chief of Mission authority at an American embassy or consulate who expect to serve as post duty officer.

Protecting Personally Identifiable Information

Course Code PA459

The purpose of this course is to provide employees with the skills and knowledge necessary to comply with laws and regulations by identifying and protecting Personally Identifiable Information(PII). This knowledge will allow employees to do their part to mitigate risks associated with privacy and security incidents and pitfalls. Further, employees will learn how to handle sensitive information and safeguard workplace data, whether physical, electronic or personal and how to identify and report security breaches.

Course Objectives:
- Identify PII protections that are required by law or regulation and recognize the importance of protecting PII, and varying levels of sensitivities based on context and content.
- Recognize how to safeguard and protect PII in all formats in full accordance with statutory requirements, established policies, and relevant sections of the Foreign Affiars Manual.
- Identify and appropropiately report breaches or potential breaches of PII in accordance with the Department's Breach Response Policy.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ External Awareness
✓ Integrity/Honesty
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision Making and Judgement
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, select LE Staff) employees who are responsible for handling PII. To enroll, apply online or FS may contact HR/CDA.

Schedule: Students have 90 days to complete this two-hour course.

Web.PASS Visitor Management

Course Code PA428
Online

This course provides online training for the Post Administrative Software Suite Visitor Management Software. PASS Visitor Management is one of a set of administrative software programs that automate and simplify management at the Department's overseas posts. PASS Visitor Management allows all participants in the embassy environment to process Country Clearances for personnel visiting post. The online course provides training for the various categories of users in using the program effectively to complete the Country Clearance process to support U.S. missions overseas.

Course Objectives:
- Train users in the functions and concepts required to process Country Clearance requests, produce daily access reports and coordinate logistics for visitors to post.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Professional level competency in both spoken and written English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees who will use Web. PASS Visitor Management application. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Office Management Training

Files and Records Management

Course Code PK207
Classroom/Online

Each Department of State employee is responsible for records management in accordance with federal law and Department policy. In this course, students learn the rules and regulations that apply to Department of State records management and how to create, maintain, and retire or destroy documents and files.

Course Objectives:
- Identify the legal requirements that apply to records management.
- Distinguish between records and non-records.
- Differentiate records management roles and responsibilities.
- Analyze the life-cycle of records.
- Adopt good records management practices.
- Apply records retirement procedures.
- Anticipate changes to records management.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Security, including Management of Sensitive and Classified Materials, Information and Infrastructure
✓ Technical Skills

Exam Requirement: To successfully complete this course, students must pass a final exam with a score of 80% or better.

Audience: Department of State (FS, CS, LE Staff) employees. This is a "State Specific" course open to third party contractors who have a job-related need in Department of State files and record management. To enroll, apply online or through HR/CDA.

Schedule:
Classroom: One day; 8:30 a.m. to 4:30 p.m. See page 220.
Online: Students have 90 days to complete this four-hour course.

TAGS and Terms

Course Code PK324
Online

This course is designed to assist Department employees in their daily work as they organize and manage information; store and retrieve that information; and route and distribute information. Participants can expect to increase their effectiveness and enhance their job performance with the correct application of the TAGS/Terms system.

Course Objectives:
- Identify TAGS and Terms.
- Apply TAGS and Terms.
- Use TAGS/Terms Handbook and Termdex to locate TAGS and Terms.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who draft, store, and retrieve official communications. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete this two-hour course.

Travel Policies and Procedures for Domestic Offices

Course Code PK195
Online

Participants learn the process for planning travel and applying Department and federal travel regulations to TDY travel. Travel Policies and Procedures for Domestic Offices is a prerequisite for *PK205 Travel Documents Processing: Practical Application*, page 222.

Course Objectives:
- Gather required information to prepare travel documents.
- Apply Department and federal regulations to TDY travel.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Participants in the course may be travelers - those who process their own travel documents - or processors - those who arrange and process travel for others in their work unit. Those who arrange travel for overseas posts should take *PA244* instead. This is a "State specific" course open to third-party contractors who have a job-related need to process DoS travel documents as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete this two- to four-hour course.

Orientation

Working in an Embassy, Introduction to

Course Code PN113
Online
For information, call 703-302-7146

This course introduces employees of U.S. government agencies and their eligible family members to the structure and function of United States Embassies and Consulates overseas. It is designed to assist them in working successfully in a diplomatic environment. Course segments are designed to make participants more productive and effective members of the embassy team by helping them to prepare for their first overseas assignments.

Course Objectives:
- Identify the work of an embassy or consulate.
- Explain the role of the Ambassador.
- Define protocol and representation.
- Highlight cross-cultural issues.
- Review administrative support responsibilities.
- Explain the importance of working with Foreign Service Nationals.
- Provide an overview of Crisis Management.
- Define ICASS.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Interpersonal Skills
✓ Operational Effectiveness
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Professional Development, including Active Learning
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS) employees and their eligible family members who are on a first-time overseas assignment. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. This course open on a reimbursable basis to third-party contractors who have a job-related need as defined above. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 10-hour course.

Political Training

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425
Online
For course information, call 703-302-7184

This course is designed to provide students with the knowledge and skills necessary to monitor and evaluate foreign assistance programs. In order to assist officers in carrying out their evaluation responsibilities in all operating units, the F Bureau has developed this course to provide Department of State, USAID and other foreign assistance employees and contractors an overview of its performance management and evaluation system. This course will explain the concepts of performance management, monitoring, and evaluation; describe foreign assistance performance monitoring, identify various types of evaluations and appropriate methodologies; and explain the elements of a good scope of work for an evaluation.

Course Objectives:
- Assess the output of a monitoring system and apply the results to project management tasks.
- Prepare a scope of work for an evaluation contractor (including an estimated budget).
- Apply evaluation recommendations to make mid-course corrections in project implementation.
- Apply evaluation recommendations to the design of similar types of projects in the future.

OPM Competencies Addressed:
✓ Accountability
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Standards
✓ Team Building
✓ Written Communication

Recommended Preparation: *PT208 Managing State Projects*, page 212, *PP223 Managing Foreign Assistance Awards Overseas,* page 230, *PY220 Introduction to Grants and Cooperative Agreements*, page 240, *PY222 Monitoring Grants and Cooperative Agreements*, page 240.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned to a foreign assistance office. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

INL Financial Management

Course Code PP421
Online

This is the second of three planned courses designed to provide the employee with the knowledge and skills necessary to develop, implement, and manage Bureau of International Narcotics and Law Enforcement Affairs programs and projects. The course provides a comprehensive overview of INL financial management policies and procedures and the interaction of these with project implementation and program management activities.

Course Objectives:
- Describe the process by which INL receives and applies its funding.
- Explain the role of the Letter of Agreement in INL project management.
- Construct a Letter of Agreement Face Sheet.
- Recognize the role of management controls in efficient management of USG resources.
- Explain how INL uses accounting codes to track project funding.
- Contextualize the contributions of domestic and overseas staff in various INL financial management processes.
- Identify different project implementation tools and their INL funding application specialization.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Teamwork
✓ Written Communication

Clearance: None

Recommended Preparation: *PT208 Managing State Projects*, page 212, *PP420 INL Program and Project Management*, page 133.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for managing or overseeing operations for the Bureau of International Narcotics and Law Enforcement Affairs. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

INL Program and Project Management I

Course Code PP420
Online

This is the first of three planned courses designed to provide students with the knowledge and skills necessary to develop, implement, and manage programs and projects for the Bureau of International Narcotics and Law Enforcement Affairs. This course provides an introduction to the legislative underpinnings of INL initiatives, the INL programming system and project management structure, and the role of a program manager.

Course Objectives:
- Describe the anatomy of an INL project and proper project management procedures.
- Explain the INL program management structure and their role in the structure.
- Explain the nature of program and project oversight and its effects on the job.
- Explain the differences between Washington and field-based programs and project management.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Partnering
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Team Building
✓ Written Communication

Clearance: None.

Recommended Preparation: *PT208 Managing State Projects*, page 214, *PP223 Managing Foreign Assistance Awards Overseas*, page 232, *PY220 Introduction to Grants and Cooperative Agreements*, page 240, *PY222 Monitoring Grants and Cooperative Agreements*, page 240.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for managing or overseeing operations for the Bureau of International Narcotics and Law Enforcement Affairs. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

INVEST: Leahy Vetting at Post

Course Code PP410
Online

This course is one of two courses designed to provide students with the knowledge and skills necessary to complete the Leahy Vetting process for individuals and military/police units nominated to receive USG-funded training or assistance. This course provides an introduction to the legislative underpinnings of the Leahy Vetting requirements, training on how to use the INVEST (International Vetting and Security Tracking) system to complete and document vetting in the field and to submit approved cases for further vetting in Washington. Subsequent courses will address the Department's role in the vetting process and administration of the INVEST system.

Course Objectives:
- Identify the Leahy laws and policies that are the basis of the vetting process.
- Identify the basic functions of the INVEST system.
- Identify each role involved in the INVEST workflow.
- Perform the vetting process at post using the INVEST system.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have a specific need to perform Leahy Vetting at post. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

INVEST: Leahy Vetting in Washington

Course Code PP411
Online

This course is one of two courses designed to provide students with the knowledge and skills necessary to complete the Leahy Vetting process for individuals and military/police units nominated to receive USG-funded training or assistance. This course will provide an introduction to the legislative underpinnings of the Leahy Vetting requirements, training on how to use the INVEST system to complete and document vetting in Washington and the process for final disposition of Leahy Vetting requests.

Course Objectives:
- Identify the Leahy laws and policies that are the basis of the vetting process.
- Identify the basic functions of the INVEST system.
- Identify each role involved in the INVEST workflow.
- Perform the vetting process in Washington using the INVEST system.
- Process the final disposition of the Leahy Vetting requests.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees with a specific need to perform Leahy Vetting in Washington, particularly those individuals working on vetting issues within DRL and the geographic bureaus. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Public Diplomacy

Fulbright Program, Introduction to the

Course Code PY441
Online

The objective of the course is to improve participants' knowledge about the Fulbright exchange program, the most extensive and important U.S. government-sponsored academic exchange program. Students will learn about the program's origins and the authorities that guide its execution; the Department of State offices with principal responsibility for program management and oversight; the role of embassies and Fulbright Commissions overseas; the full range of exchanges

authorized under the program; and the private sector partners in the U.S. and overseas that help implement the program.

Course Objectives:
- Understand the history, legal authorities and goals of the Fulbright exchange program.
- Understand the different partners, stakeholders and other institutions involved in the Fulbright program.
- Gain knowledge of the full range of activities and exchanges that take place under the Fulbright umbrella.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Audience: Department of State Foreign Service entry- and mid-level Officers and DoS direct-hire LE Staff involved in academic exchanges under the Fulbright program umbrella. Other agency employees that meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Fulbright Program Planning

Course Code PY442
Online

The objective of the course is to improve participants' knowledge and understanding of key elements involved in planning and implementing various exchanges under the Fulbright exchange. The course will provide advice on developing short, medium and long term objectives for the program, planning for an appropriate balance of exchanges, planning along a three-year timeline, and funding issues involved in the program, including program budgeting and fund-raising.

Course Objectives:
- Improve knowledge of planning Fulbright exchange programs and incorporating the Fulbright program into overall post public diplomacy efforts.
- Understand requirements and best practices for planning the Fulbright program over three year periods.
- Understand funding issues related to the program at both the Washington and field post level, including budgeting and fund-raising.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Prerequisite: Completion of *PY441 Introduction to the Fulbright Program*, page 134.

Audience: Department of State Foreign Service entry- and mid-level Officers and DoS direct-hire LE Staff involved in academic exchanges under the Fulbright program umbrella. Other agency employees that meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Introduction to Grants and Cooperative Agreements

Course Code PY220
Classroom/Online

This course provides the knowledge required for the duties of a grants officer. It is a requirement for all public diplomacy officers who will be substantially involved in pre-award and post-award assistance processes overseas.

Course Objectives:
- Choose the most appropriate federal assistance instrument in various situations.
- Identify the legal authorities governing federal assistance programs.
- Perform the responsibilities of the grants officer within each of the phases of the assistance process in accordance with federal regulations.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: *Primary*: Required for all Department of State FSO's assigned to public diplomacy positions overseas who will be involved in the grants process especially, those who must meet the mandatory 24-hour training requirement to become eligible for a grants officer warrant. *Secondary:* It is highly recommended for DoS Administrative Management-coned Officers, since they must often work closely with Public Diplomacy Officers on the implementation and processing of grants and cooperative agreements. *Tertiary:* Other DoS direct-hire employees involved in negotiating, awarding, administering, reviewing and monitoring federal assistance agreements. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule:
Classroom: Three days; 9:00 a.m. to 5:00 p.m. See page 240.
Online: Students have 90 days to complete this four-hour course.

Managing the International Visitor Leadership Program at Post

Course Code PY424
Online

This course provides the background and rationale, program implementation guidelines, and information resources for posts to manage and administer the International Visitor Leadership Program. The IVLP is one of several exchange programs under the supervision

of the Deputy Assistant Secretary of State for Professional and Cultural Exchanges.

Course Objectives:
- Become familiar with IVLP goals and organizational structure and the roles that the Department of State and private sector partners play in the program.
- Explain how the IVLP supports the long-term foreign policy interests of the U.S. and the strategic plan and goals of the mission.
- Identify IVLP standard operating procedures, program administration guidelines, and other relevant documents and resources.
- Explain appropriate procedures for selecting and nominating candidates, writing persuasive justification statements and goal-oriented program objectives and recommendations, preparing international visitors for participation in the program, debriefing visitors, and evaluating program impact.
- Identify ways in which to multiply the IV experience for the visitors and the mission through alumni activities, embassy programs and follow-up contact work.

OPM Competencies Addressed:
✓ Customer Service
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach
✓ Representational Skills
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, LE Staff) employees in embassies, consulates and other U.S. missions responsible for administering the IVLP and other U.S.-based State Department employees. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this eight-hour course.

Managing Public Diplomacy Resources

Course Code PY422
Online

The purpose of this course is to enable participants to manage effectively the resources for a Public Affairs Section of an embassy or consulate. Effective management of resources is integral to a successful public diplomacy operation, as the public affairs officer holds more control, and responsibility, for money and programs than most other section heads. Resources consist of a budget allocation that is determined in Washington but managed at post, exchange grants and other program resources that are controlled in Washington, representation, and other resources that vary from place to place. The PAS may also work with budget resources generated locally. PAS management must apply the diverse resources and account for them effectively to mount a successful public diplomacy program. Participants will understand how each major element is structured, and who bears fiduciary responsibility. Course content includes tips on how to work with the embassy's management section to plan the budget and make purchases and acquisitions, and how to track available funds.

Course Objectives:
- Explain who controls public diplomacy funds at post and in Washington and who bears responsibility for them.
- Plan and track public diplomacy resources with the financial office's assistance.
- Identify and track academic exchange allocations and other budget resources controlled outside the PAS section.
- Determine when to use grants, purchase orders and in-kind assistance to sponsor local public diplomacy activities.
- Describe the functions and responsibilities of staff in the post's management section.
- Identify resources to find answers when complex public diplomacy resource questions arise.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have responsibility for administration, management and oversight of public diplomacy operations overseas. Other agency employees who work with Public Affairs Sections overseas or with U.S.-based State Department employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Media Monitoring and Reporting

Course Code PY432
Online

The purpose of this course is to enable participants to fashion a program to monitor and report on local media that suits the needs of the Ambassador and country team and contributes to regional and global media analysis in Washington.

Course Objectives:
- Explain the importance of reporting media reaction to U.S. policies as a fundamental part of public diplomacy strategy.
- Identify the range of purposes for which written reports may be used at post and in Washington.
- Determine how to incorporate print, broadcast and online media into the reporting program.
- Provide appropriate direct quotes of carefully selected media sources in every written report.
- Find and comply with official Washington guidance on media reaction reports while satisfying the needs of the ambassador and country team.
- Anticipate special needs for monitoring in a crisis or during official events.

OPM Competencies Addressed:
✓ Customer Service
✓ External Awareness
✓ Political Savvy
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Technical Skills
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees in embassies and consulates who are new to public diplomacy work or who want to rethink their media-monitoring program. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Mission Press Office

Course Code PY431
Online

This course covers press office operations and the role of the spokesperson at a U.S. Embassy or other overseas mission. It is for first-time press officers and those who are either new to public affairs or who want to refresh and expand their knowledge, skills and abilities. Content includes best practices in dealing with the media and tactics and tools for major press office assignments, including checklists and other job aids. As participants progress through the course, they can build their own reference notes and checklists, customized for use at the participant's office or post of assignment.

Course Objectives:
- Identify the responsibilities a press office has to both the U.S. mission and to all resident media representatives.
- Define and identify when to use common news terms and media relations techniques.
- Determine how to apply media relations skills to advocate and defend U.S. policy and to handle special events and problems.
- Apply the most appropriate technique – news release, announcement, blog comment, interview or background discussion – to a given situation.
- Explain the steps to create a communications plan, media campaign and crisis communications plan.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Public Outreach
✓ Technical Skills
✓ Workplace Perceptiveness

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who will work in an overseas mission press office. Other agency employees who coordinate with the mission press office may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Monitoring Grants and Cooperative Agreements

Course Code PY222
Classroom/Online

This course provides a general overview of the methodology and requirements for monitoring the grants process to federal personnel responsible for overseeing administrative, financial or program performance of grant recipients. Topics include basic monitoring and reporting techniques, how to manage financial aspects of post-award activities, and potential problem areas in grants administration.

Course Objectives:
- Describe the purposes and processes of effective grants management.
- Describe the federal requirements for grant performance measurement.
- Develop a monitoring plan.
- Identify potential weaknesses in grant performance.
- Manage post-award financial aspects of a grant.
- Assess under what conditions grants should be amended.
- Apply financial management techniques to prevent waste, fraud, abuse or mismanagement of grant funds.
- Prepare financial and programmatic reports.
- Describe appropriate grant closeout procedures.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Prerequisite: *PY220 Introduction to Grants and Cooperative Agreements*, pages 135 and 240.

Exam Requirement: To complete this course successfully, the student must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have responsibility for administration, management and oversight of grants and cooperative agreements overseas. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule:
Classroom: Two days; 9:00 a.m. to 5:00 p.m. See page 241.
Online: Students have 90 days to complete this 10-hour course.

Strategic Planning for Public Diplomacy

Course Code PY402
Online

This course is intended to teach State Department and U.S. mission employees how to plan and measure public diplomacy campaigns. The course is written for the practitioner at a U.S. mission abroad. By the end of the course, participants can apply a five-step method of planning drawn from best practices in public relations to the public diplomacy objectives of the U.S. mission.

Course Objectives:
- Recall and describe five steps in planning and evaluation.
- Distinguish between basic research methods and relate them to resources available in the State Department.
- Recognize qualities of realistic and specific planning objectives.
- Evaluate effective messages in terms of persuasive qualities.

- Understand the role of strategy in designing a communication campaign.
- Select indicators of success and incorporate measurement tasks into the communication plan.
- Distinguish between activity reporting and evaluation.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Recommended Preparation: None.

Audience: Department of State Public Diplomacy FSOs Officers and DoS direct-hire LE Staff, and Washington-based DoS direct-hire employees involved in public diplomacy planning. Other agency employees who meet the above-stated requirements may attend on a reimbursable and space available basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Understanding International Cultural Heritage

Course Code PY440
Online

Cultural heritage is a growing field in public diplomacy, involving U.S. support for protecting cultural heritage, preventing illicit trade in cultural properties, and leveraging U.S. support for cultural preservation in our overall public diplomacy outreach. The ECA Ambassador's Fund for Cultural Preservation program has grown considerably in recent years, and more and more posts are getting involved in cultural heritage issues as a means of engaging audiences and expressing U.S. respect for foreign cultures. This course is designed to familiarize American and LE Staff with key concepts and issues related to cultural heritage in the international arena, focusing on the role of the U.S. Department of State.

Course Objectives:
- Define cultural heritage terms.
- Identify the reasons and methods of preserving cultural heritage.
- Identify cultural heritage international agreements and organizations.
- Define national laws and policies of cultural heritage.
- Explain the role of the U.S. Department of State in cultural heritage.
- Identify other federal agencies that have a role in cultural heritage.
- Identify current issues involving cultural heritage.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving

FS Precepts Addressed:
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are involved in cultural affairs or who work on cultural heritage issues - primarily FSOs in PD positions at embassies and consulates and DoS direct-hire LE Staff in PD sections. Other agency employees who are involved in cultural heritage issues in multilateral and interagency settings may attend on a reimbursable basis.

Schedule: Students have 90 days to complete this four-hour course.

Writing for the Media

Course Code PY433
Online

The purpose of this course is to enable participants to make a written announcement to overseas media that advances embassy public diplomacy objectives and aligns with Department of State policies.

Course Objectives:
- Write an announcement for local media that is accurate, effective and complies with State Department and U.S. government procedure.
- Select the right type of announcement for the situation.
- Identify different ways in which broadcast and online news outlets may use the announcement.
- Draft or edit an announcement to eliminate errors and check for completion.
- Ensure an announcement works as part of a broader communication plan where necessary.
- Target the right media desks and promote the announcement skillfully.

OPM Competencies Addressed:
✓ External Awareness
✓ Political Savvy
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Public Outreach
✓ Technical Skills
✓ Written Communication

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees posted to embassies and consulates who are new to public diplomacy work. Other agency employees who meet the above-state requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

Reconstruction, Stabilization and Conflict Transformation

Introduction to Agency Culture

Course Code RS40_
Online

These courses provide students with an overview of the history, mission, organization, and agency cultures of various U.S. government agencies. The series launched with presentations about the Department of State,

the Department of Defense and the Agency for International Development. Additional agency presentations will be added as they become available. As interest has grown in U.S. government agencies operating in a true whole-of-government fashion in reconstruction and stabilization efforts, it has become clear that agencies can work together more effectively if individual employees have a basic understanding of the roles and responsibilities of various U.S. government agencies.

The purpose of the Introduction to *USG Agency Cultures Series* is to provide the student with an overview of individual agencies' operations within the U.S. government interagency process. The student should enroll in all of the available course titles, with the exception of that pertaining to his or her own agency.

There are currently three courses in this series:

RS401 *Introduction to Department of State Agency Culture*
RS402 *Introduction to Department of Defense Agency Culture*
RS403 *Introduction to U.S. Agency for International Development Culture*

Course Objectives:
- Understand the historical and cultural background of the agency.
- Explain the organizational structure and relationships within the agency.
- Understand how the agency functions and its roles and responsibilities.
- Understand the Interagency process.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) domestic- and overseas-based employees and other agency personnel who will organize, support or otherwise participate in stabilization and reconstruction activities. This introductory course is designed for both Washington staff and personnel who could potentially be deployed to operations abroad. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete any of these one-hour courses.

Security

Active Defense: An Executive's Guide to Information Assurance

Course Code PS830
Online

This course is a strategic planning aid for key decision-makers to build a security culture with a strong commitment to the protection of their organization's information resources. The course provides an overview of the most important elements of an Information Assurance program. Some of the topics covered in the course are risk management, personnel roles and responsibilities, incident handling, Continuity of Operations Plan, strategies for encouraging accountability and compliance, and security threats and vulnerabilities.

This course meets the FISMA and IA role-based training requirements for the executive role. More information on the Department of State's IA Training Plan can be found on the IRM Web Page on the DoS OpenNet at http://infoassurance.irm.state.gov.

OPM Competencies Addressed:
✓ Accountability
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees in executive positions who are serving either domestically or abroad. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Cyber Security Awareness

Course Code PS800
DoS Intranet (OpenNet)

The Cyber Security Awareness distance learning course is designed to inform Department of State employees of their responsibilities as OpenNet Plus users, and to make them aware of the need for security in using Department of State computing systems. Just as importantly, the course aims to raise awareness of the threats and vulnerabilities in computer use.

OPM Competencies Addressed:
✓ Accountability
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov.

Audience: Department of State personnel who require OpenNet access. Pre-enrollment is not required.

Schedule: The course takes approximately one hour to complete.

Domestic Emergency Management

Course Code PD538
Online

This course familiarizes domestic employees with Emergency Management information, principles and available resources.

Course Objectives:
- Define key roles and responsibilities.
- Raise awareness levels of domestic employees to potential hazards and threats.
- Provide resources, information and guidelines to domestic employees to prepare themselves and their families to respond to emergency events.
- Familiarize domestic employees with the Office of Emergency Management's ePrepare intranet Web site, the Department's Domestic Emergency Action Plan, Facil-

ity Emergency Actions Plans and Bureau Emergency Action Plans.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis

Audience: Department of State direct-hire (FS, CS, LE Staff) employees serving in facilities located within the United States. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Students have 90 days to complete the ½-hour course.

Information Sharing Environment

Course Code EX200
Online

In accordance with Section 1016 of the Intelligence Reform and Terrorism Prevention Act of 2004, heads of executive departments and agencies were directed to work to promote a culture of information sharing that also reflected the need for security and the protection of privacy and civil liberties. Federal departments and agencies were directed to develop information sharing guidelines, training and incentives, and to hold personnel accountable for the improved and increased sharing of terrorism information.

Training is a critical component of this effort. The Information Sharing Environment training plan is to be implemented through a "core" training program supplemented by department/agency specific training. "Core" training will provide a common understanding of the ISE and must be the same for all federal departments and agencies. This training will also serve as a reference for State, Local and Tribal governments' counterterrorism officials.

This Information Sharing Environment course serves as the "core" training course. State Department-specific training based on unique business processes, mission, program and policy needs will be developed at a future date.

Course Objectives:
- Examine the importance of sharing terrorism information.
- Describe how Congress and the President have mandated expanded access to terrorism information through the ISE, while maintaining and increasing information security and protecting privacy and civil liberties.
- Recognize that there are key interagency and intergovernmental efforts underway to promote information sharing across U.S. government agencies.
- Promote information sharing activities.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Team Building
✓ Written Communication

Audience: Department of State direct-hire employees (FS, CS, LE Staff) who are charged with sharing terrorism information or supporting such sharing. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete the ½-hour course.

Personal Identity Verification Module 2

Course Code PS820
Online

Homeland Security Presidential Directive HSPD 12 - Personal Identity and Verification is a mandatory directive being enforced by the Office of Management and Budget in order to "enhance security, increase government efficiency, reduce identity fraud, and protect personal privacy by establishing a mandatory, government-wide standard for secure and reliable forms of identification." This course summarizes many aspects of HSPD-12 and how they are being implemented by the Department of State. It also expands on specific areas of responsibility and the employee's role. HSPD-12 will affect all current and future Department of State employees.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Substantive Knowledge

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who play a role in the identifying, proofing and issuing process. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Security Overseas Seminar, Advanced

Course Code MQ912
Online
For information call 703-302-7269.

The advanced security course utilizes the experience of veteran employees to provide a focused update of security skills. It is offered to those who have taken the two-day *MQ911 Security Overseas Seminar*, page 257.

Course Objectives:
- Learn new safety and security issues facing employees and family members overseas.
- Discuss safety and security contingency plans.
- Learn to utilize safety and security personnel and other resources available to members of the foreign affairs community.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment

✓ Information Gathering and Analysis
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure

Prerequisite: *MQ911 Security Overseas Seminar*, page 257.

Audience: Fulfills mandatory requirement Department of State direct-hire (FS) employees who are posted to overseas assignments to take the SOS program every five years. It is highly recommended for eligible family members and members of household. These are adult sessions and not designed for children. Other Foreign Affairs agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Department regulations require that this course be taken once every five years as a refresher. Re-enrollments prior to the five-year requirement will not be documented. Students have 90 days to complete this six-hour course.

Training Skills

Writing Specific Objectives

Course Code PD551
Online

This course covers how to write specific objectives for any training session, strategic planning effort, workshop, course, staff development program or similar event.

Course Objectives:
- Build objectives from knowledge, skills or attitudes that represent the need or "gap."
- Write the three elements of performance, condition and criteria for specific, measurable objectives.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Strategic Thinking
✓ Written Communication

FS Precepts Addressed:
✓ Innovation
✓ Performance Management and Evaluation
✓ Team Building
✓ Written Communication

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are charged with the design and/or delivery of any type of training program. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

Transitions

Post Community and Country Research

Course Code MQ899
Online
For information call 703-302-7275.

This program consists of directed independent research activities designed to benefit junior officers and specialists preparing for their first overseas assignment.

Course Objectives:
- Learn how to research key information about post of assignment.
- Identify post community and social environments, access points and strategies for effective entry into the community.
- Apply logistical information when planning the move to post.

OPM Competencies Addressed:
✓ Decisiveness
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment
✓ Knowledge of Foreign Cultures

Training Access: Students access course from dedicated computer terminals in the FSI Transition Center Overseas Briefing Center. Attendance is documented.

Audience: Newly hired Department of State Foreign Service employees preparing for their first overseas assignment. Enrollment is through HR/CDA/EL only.

Schedule: Eight hours; 9:00 a.m. to 4:00 p.m.

The diversity training continuum expands awareness and knowledge of Equal Employment Opportunity, Affirmative Employment Practices and Valuing Diversity issues. Managers learn strategic approaches to improve their overall effectiveness. The continuum emphasizes that valuing diversity contributes to and enhances the overall success and effectiveness of the organization and creates a work environment where all employees feel respected, valued and appreciated.

Diversity courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Basic EEO Counselor Training

Course Code PT171

The course is designed to introduce participants to the basic tools and techniques needed to become an effective Equal Employment Opportunity counselor. Participants are taught basic EEO laws and theories of discrimination and understanding of the 29 CFR 1614 regulations and federal sector EEO process. By the end of this course participants will be able to recognize claims of discrimination, frame issues and bases of EEO claims, conduct interviews, apply settlement techniques and draft an EEO counselor report.

This course is offered by FSI in collaboration with S/OCR, Office of Civil Rights. Prior approval by S/OCR is required to register for this course. Please call S/OCR at 202-647-9989 for additional information.

OPM Competencies Addressed:
✓ Conflict Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Problem Solving

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Persuasion and Negotiation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or FS may contact HR/CDA (see page 2).

Schedule: Four days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

EEO Counselor Training Refresher

Course Code PT173

Update counselors on the basic tools and techniques needed to continue to be an effective Equal Employment Opportunity counselor.

This course is offered by FSI in collaboration with S/OCR, Office of Civil Rights. Prior approval by S/OCR is required to register for this course. Please call S/OCR at 202-647-9989 for additional information.

OPM Competencies Addressed:
✓ Conflict Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Problem Solving

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Persuasion and Negotiation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) experienced EEO counselors. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

EEO/Diversity Awareness for FSN/LE Staff

Course Code PT174

As Federal employees, FSN/LE Staff gain insight into the cultural diversity of the United States and employees of the U.S. government. This seminar will also provide useful information concerning the various types of discrimination and appropriate channels through which to seek resolution. This course is offered to post by Adjunct Faculty and FSI staff. To request this course for your post, submit a request to RSC Frankfurt. Post must fund travel and per diem expenses for trainer's travel to post. We recommend this short seminar in conjunction with other training, (i.e., Customer Service Skills Workshop) that may be taking place at post.

Course Objectives:
- Recognize diversity, cultural differences and similarities.
- Identify EEO complaint channels at post.
- Identify types of discrimination.

OPM Competencies Addressed:
✓ Cultural Awareness
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Service Motivation
✓ Teambuilding

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Persuasion and Negotiation
✓ Support for Equal Employment Opportunity and Merit Principles

Prerequisite: A professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FSN) employees at post. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Half day, times to be announced.

Minimum/Maximum:

EEO/Diversity Awareness for Managers and Supervisors

Course Code PT107

This seminar emphasizes supervisory responsibilities in equal employment opportunity and diversity issues. Lectures, discussions and group activities focus on the Department of State's EEO and affirmative action regulations and how these regulations can be implemented in a diverse workplace.

Note: This course meets the EEO/diversity awareness training requirements for supervisors defined in 13 FAM 312.1.

Course Objectives:
- Identify key elements in the implementation of EEO, affirmative action and diversity awareness and apply them to current work situations.
- Utilize effective diversity management skills to promote a positive work environment that draws on the talents of all employees.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Team Building

FS Precepts Addressed:
✓ Performance Management and Evaluation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) who are Foreign Service and Civil Service managers and supervisors. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/30

Leading in a Diverse Workforce

Course Code PT218

This workshop builds on the concepts addressed in *PT107 EEO/Diversity Awareness for Managers and Supervisors*, page 142, and takes them to a new level. Starting with the diversity present in the classroom, the workshop uses a variety of exercises and discussions to explore the impact of diversity on the work environment. It identifies the key attitudes needed for true inclusion and the actions managers can take to make a difference in performance and teamwork with their diverse work groups.

Note: This course is one way to meet the requirement for diversity training updates spelled out in 13 FAM 312.1 e.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Team Building

FS Precepts Addressed:
✓ Performance Management and Evaluation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: *PT107 EEO/Diversity Awareness for Managers and Supervisors*, page 142, or equivalent.

Audience: Department of State direct-hire (FS, CS, LE Staff) managers and supervisors. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Valuing Diversity in the Workplace

Course Code PT225

Today's workforce is increasingly diverse, and working well together is key to individual and organizational success. Effective communication, teamwork and productivity all depend on mutual understanding and appreciation across the many dimensions of diversity. This workshop will introduce participants to information and skills that will improve their ability to work well with colleagues from diverse backgrounds and experiences.

Note: This course does not meet the EEO training requirements for supervisors defined in 13 FAM 312.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Team Building

FS Precepts Addressed:
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees who are not in supervisory/managerial positions. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/25

Valuing Employees – An OBO Workshop for OBO Managers

Course Code PT231

Valuing Employees provides people leaders, with general guidelines for handling workplace situations that have the potential to create serious legal risks and workplace issues if situations are ignored or mishandled. Training reflects the principles outlined in the FAM, FAH, policies, our commitment to diversity and commitment to appropriately deal with employee related *Valuing Employee* issues.

VE offers a highly interactive learning experience for identifying and managing through employment related situations. It uses scenario based activities to show Managers and People Leaders how to apply principles and skills that will enhance manager's abilities to handle difficult workplace situations.

This course combines the core principles of other FSI courses: Diversity, Employee Relations, and EEO and condenses them into a one day course.

Course Objectives:
- Indentify when issues arise in the workplace.
- Determine how to respond to inappropriate workplace issues.
- Identify the legal risks and business implications as an OBO manager.
- Identify the business case for valuing employees and positive employee relations in your department and team.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Relationship Building and Representational Skills
✓ Support for EEO and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) OBO Managers and Leaders. To enroll, apply online. FS may apply through HR/CDA.

Schedule: One day, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/16

The Economics Training Division offers a range of courses to prepare Department of State Foreign Service, Civil Service and LE Staff and, on a reimbursable basis, other agency employees to advance U.S. economic and scientific/technological interests overseas. Courses vary in length, from a six-month comprehensive Economics and Commercial Studies program, to two-day industry and sector-specific offerings. The division also offers distance learning courses on Intellectual Property Rights and Commercial Diplomacy.

This section is divided into three subsections:

- Economics Courses, page 144.
- Environmental and Resource Courses, page 146.
- Trade and Commercial Training, page 148.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Economic Courses

Economic Issues

Course Code PE285

This innovative course is designed especially for non-economic officers but is also open to economic officers who need to refresh dated training. The course uses a case study/workshop approach to teach economics through work on financial crises, World Trade Organization cases, trade disputes, HIV/AIDS, biotechnology, poverty reduction strategies and other current issues.

Course Objectives:

- Explore consequences of economic policy choices.
- Integrate economic and political issues.
- Understand the current context of global economic issues such as globalization, competitiveness, poverty reduction, biotechnology, unfair trade practices and economic reform.

OPM Competencies Addressed:

✓ Creativity and Innovation
✓ External Awareness
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:

✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are assigned to positions requiring understanding of international economic issues. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three weeks; 9:00 a.m. to 4:45 p.m.

Minimum/Maximum: 15/30

Foreign Service Economic Studies

Course Code PE350

This intensive and comprehensive professional development program is designed to provide the analytical and policy tools required by economic officers in the course of their careers. Emphasis is on knowledge and skills needed to analyze economic policy, advise U.S. officials on economic issues, influence the overseas policy environment and advocate for U.S. economic and commercial interests. The program includes six months of classroom training in economics followed by an economics-related detail of up to six months, or language training.

Core courses in the six-month economics training component include microeconomics, macroeconomics, quantitative methods for economics, international trade theory and policy, international finance, money and banking, country data analysis and development economics. Short applied courses are offered on such topics as trade dispute resolution, financial market innovations, energy and environmental economics. Computer applications workshops link economic theory to actual problem-solving situations. Numerous case studies provide participants with opportunities to apply their developing skills and knowledge to problems and situations typically encountered by Foreign Service Officers. Offsite visits to financial institutions in New York and Washington expose students to a wide array of economic and commercial institutions.

The program assumes little formal education in economics, but its intensive nature requires high motivation and a strong interest in economic and commercial issues. Several months before the program begins, participants receive a distance learning course to help them review basic mathematics skills.

Following completion of the six-month economics training component, participants select from among the following:

1. Up to six months of world language training in preparation for an onward assignment in a world-language designated economic position.
2. Up to six months of hard language training designed to top off previous training in that language.
3. A detail in the Economic, Energy and Business Affairs Bureau of up to six months.
4. A detail in a Regional Bureau of up to six months.
5. A detail in an agency outside the State Department of up to six months.
6. A corporate practicum with a private firm of up to six months.

Interested Foreign Service Officers should first contact the Economic and Commercial Studies Division at 703-302-7256 for a training consultation and must bid for this program as they would for any onward assignment. Graduates, regardless of cone, are expected to fill an economic/commercial position overseas or in Washington D.C. as the first assignment following completion of the program.

Course Objectives:

- Provide participants with the economic analysis framework needed to do sound economic reporting and to interact with well-trained professionals from host country ministries, think tanks and international financial institutions.
- Help participants acquire the institutional background that will permit realistic and well-informed policy recommendations to flow from their analysis.
- Introduce the elements of business organization, accounting, financial practices and global competitive strategies that will prepare participants to promote U.S. commercial objectives.
- Provide training in state of the art computer applications that will ensure participants can access major economic and commercial databases, analyze country economic data, and generate professional-quality charts, tables, and other materials to support briefings or reports.
- Enhance skills in economic drafting, briefing, interviewing and negotiating.

OPM Competencies Addressed:

✓ Creativity and Innovation

✓ External Awareness
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Written Communication

Audience: *Primary* – Tenured Department of State Economic/Commercial Officers. *Secondary* – DoS Foreign Service Officers in other cones, and DoS CS employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Twenty-six weeks; 9:00 a.m. to 4:00 p.m.; Room F3333. One week of optional leave in December.

Minimum/Maximum: 20/30

Foreign Service National Economic Training

Course Code PE220

This course provides Foreign Service Nationals serving in economic sections a mix of tradecraft skills and economics subject matter aimed at enhancing employees' value to sections' reporting and economic analysis. It includes sessions on drafting and briefing (with an emphasis on economic issues), measuring economic performance, money, banking and financial flows, and on understanding and explaining U.S. policies in trade, intellectual property, foreign investment and environmental protection. Course includes four half-days of consultations with Washington-based reporting end-users.

Course Objectives:
- Gain a clear idea of U.S. foreign policy priorities.
- Sharpen interviewing, drafting and briefing skills.
- Learn to use Excel and several databases to upgrade economic analysis skills.
- Explore consequences of economic reform programs.

Audience: Department of State direct-hire LE Staff employees who are serving in economic sections. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable approximately two months' prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Two weeks; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/25

Political/Economic Counselor Seminar

Course Code PE300

This seminar is designed to introduce officers to the knowledge, skills and tools needed in a first assignment as head of a Political, Economic or Pol/Econ section. Experienced officers lead discussions of the realities of managing a section, setting priorities, cultivating a mission-wide perspective, dealing with complex Human Resources issues, and mentoring and evaluating section members. Speakers include several current and former ambassadors and other senior USG officials.

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building

Audience: Department of State Foreign Service Officers, at the FS-02 level or above who are assigned to be first-time Economic, Political or Pol/Econ Section Chiefs. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Political/Economic Tradecraft

Course Code PG140
For information, call 703-302-7184 or 703-302-7256.

Designed to prepare officers for their first assignment to a political or economic section, this course emphasizes development of core skills, basic knowledge (especially economics), and professional attitude. Course coordinators utilize a combination of lectures, individual assignments, interactive exercises, case studies and discussions.

Course Objectives:
- Advocating and advancing U.S. policy goals as part of the strategic planning process and regular outreach activities.
- Working effectively across USG entities and the U.S. Embassy country team.
- Reporting and analysis of political, economic and commercial trends.
- Integrating economic and political issues.
- Briefing senior officials, public speaking, note taking, contact work and delivering demarches.
- Drafting cables and preparing mandatory political/economic reports.
- Understanding and analyzing data and its relevance to economic and political events.
- Understanding the current context of global issues such as human rights, promoting democracy, U.S. military culture, fundamentals of modern global economics and transnational trafficking.

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Written Communication

Audience: Department of State Foreign Service Officers en route to their first political or economic assignments abroad. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Environmental and Resource Courses

Biotechnology and Global Challenges: Trade, Food Security, Energy and Climate Change

Course Code PE150

Offered jointly by FSI and the Bureau of Economic and Business Affairs, this course explores policy issues raised by the ability of new technologies to manipulate biological organizations and their role in addressing food security, energy and climate change. Policy and trade implications with these technologies will be addressed including, an introduction to E.U.-U.S. trade issues, the Cartegena Protocol on Biodiversity, and the developing-country context. Background information on policy issues is included. U.S. government agencies involved in the approval process for biotechnology products are also discussed.

Course Objectives:
- Gain understanding of current policy and/or trade disputes related to biotechnology.
- Gain firm grasp of the obligations flowing from the Convention on Biological Diversity.
- Working knowledge of developments in the biotechnology sector and industry and their foreign policy implications.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Openness to Dissent
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees whose portfolios include biotechnology issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Coal and Power

Course Code PE137

Offered in cooperation with the U.S. Department of Energy and the Economic Bureaus' Office of International Energy Policy, this course is held at DoE's National Energy Technology Laboratory in Pittsburgh, Pennsylvania. The course introduces rapidly emerging technologies in the coal and power generation sectors and discusses how these technologies are increasing efficiency, reducing emissions and driving down costs. Participants analyze the structure of the industry and worldwide power market regulatory reform. Officers become better prepared to represent a wide range of USG commercial, economic and environmental issues.

If interested in attending this course, please contact EB/ESC/IEC/ENR, for special registration handling, at 202-647-8313.

Course Objectives:
- Gain working knowledge of technological and industry developments in the U.S. coal and power industry.
- Gain understanding of market/regulatory structures in the power generating sectors of developing and developed countries.
- Gain working knowledge of emerging technologies aimed at achieving cleaner, more efficient power generation, and their applicability in foreign markets.

OPM Competencies Addressed:
✓ External Awareness
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Innovation
✓ Job Information

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned to positions with substantial responsibility for coal and power sector issues in Washington D.C. or at posts with the potential for a considerable U.S. industry presence. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: One day in Washington, D.C. metro area; four days offsite in Pittsburgh, Pennsylvania; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/20

Environment, Science, Technology and Health for Foreign Service Nationals

Course Code PE221

This *Environment, Science, Technology and Health for Foreign Service Nationals* course emphasizes not only major ESTH policy objectives but also broader FSN tradecraft such as drafting, interviewing and briefing skills. Intensive consultations with Washington ESTH players are integral to the course.

Course Objectives:
- Learn needs of end-users in intensive round of consultations.
- Gain a clear idea of U.S. ESTH policy priorities.
- Understand how these priorities fit into broader U.S. interests (National Security and Economic Prosperity).
- Sharpen interviewing, drafting and briefing skills.

Audience: Department of State direct-hire LE Staff who have ESTH portfolios. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. Course dates and request for nominations will be announced via cable at least two months' prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 15/25

Environment, Science, Technology and Health Tradecraft

Course Code PE305

Participants explore key environmental, science, technology and health issues they are likely to encounter while serving in overseas ESTH positions or in the OES Bureau. The course presents an overview of major initiatives in multilateral and bilateral ESTH

relationships and provides an opportunity for in-depth discussions with members of the OES Bureau, the Science Advisor to the Secretary and representatives from science, academia, NGOs, industry groups, the Hill and the intelligence community.

Course Objectives:
- Gain familiarity with ESTH issues with transnational implications.
- Gain working knowledge of USG agencies and their roles in addressing and resolving international ESTH issues.
- Gain a firm grasp of U.S. obligations incurred from the network of international environmental protection and scientific and health cooperation agreements.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Strongly recommended for Department of State Foreign Service Officers who manage environment, science, technology and health issues abroad or who serve in the OES bureau. DoS direct-hire LE Staff who are assigned to ESTH sections. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

Extractive Industries Seminar

Course Code PE143

The *Extractive Industries Seminar* in Washington, D.C. provides a comprehensive understanding of extractive industries, focusing on natural resources, minerals and mining. The course features interaction with the U.S. Geological Survey, private firms, trade associations and non-governmental organizations with interests in mineral resources. Two days of coursework in Washington is followed by a one-day visit to working mine facilities near Washington, D.C. to apply concepts gained in the classroom. Sessions focus on the economic importance of minerals and mining, and the critical issues of export dependence for economies supported by mining and extractive industries. Geology, mineral economics, revenue management, corporate social responsibility, environmental issues, labor and human-rights issues are addressed.

If interested in attending this course, please contact the EB/ESC/EC/ENR at 202-647-8313 for special registration handling.

Course Objectives:
- Gain working knowledge of U.S. extractive industries, their international operations, and USG programs that support their overseas investment.
- Gain working knowledge of industry's environmental and labor challenges, especially in overseas settings.
- Working knowledge of minerals' and extractive industry's role in economic development of various countries.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Openness to Dissent
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, LE Staff) employees in positions with responsibilities for following developments in extractive industries. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Request for nominations will be announced via cable in January. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

Global Health Diplomacy

Course Code PE152

This course introduces U.S. government policies and programs aimed at helping resource-constrained countries prevent and manage the threats from infectious and non-infectious diseases. The course discusses how U.S. government-related programs are incorporated into our bilateral and multilateral diplomatic efforts. Participants will learn about the "tradecraft" side of health diplomacy – working with other USG agencies at post and understanding the role of non-USG organizations in the host country.

Course Objectives:
- Provide a background in the history and current global trends of infectious and noninfectious diseases.
- Explain the economic impacts of health, disease, and changes in population.
- Introduce current USG international health policies and programs, focusing on the Global Health Initiative, the President's Emergency Plan for Aids Relief (PEPFAR), and efforts to combat tuberculosis and malaria.
- Introduce the "tradecraft" of health diplomacy.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, LE Staff) employees with responsibilities for issues involving countries that receive health-related U.S. government assistance and/or face a significant challenge confronting the spread of infectious diseases. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

Petroleum and Gas Industry

Course Code PE127

Offered in cooperation with the Petroleum Equipment Suppliers' Association, the U.S. Department of Energy, and the Economic Bureau's Office of International Energy Policy, the course presents an overview of the energy industry from the industry's perspective. It is designed to increase energy-reporting officers' knowledge of the petroleum and gas industry and international issues of concern to U.S. industry executives.

If interested in attending this course, please contact EEB/ESC/IEC/ENR at 202-647-2124 for special registration handling.

Course Objectives:
- Gain understanding of basic principles of oil geology, exploration, transportation and commercialization.
- Working knowledge of U.S. industry and U.S.-based multinationals' activities and operations.
- Working understanding of challenges U.S. firms face from offshore operations and overseas investments.
- Gain working knowledge of international oil and petroleum markets and economics.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Job Information
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned to energy policy positions with substantial responsibility for oil and gas issues in Washington, D.C. or at posts with the potential for a considerable U.S. industry presence. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable in January. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Four days in Houston, Texas, followed by one day in Washington, D.C.; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

Washington Energy Seminar

Course Code PE228

The *Washington Energy Seminar* covers the fundamentals of energy, fuels and energy markets, as well as energy policy challenges and an overview of U.S. international energy policy. The course is split into several modules, each covering a discreet aspect of energy or energy policy.

Course Objectives:
- Understand the fundamental operational aspects of energy production and distribution.
- Grasp the relative policy, economic and cost tradeoffs between various fuels, including fossil fuels and renewable energy.
- Identify the major American energy companies, where they principally operate internationally, what their primary challenges are and why they look to the Department of State.
- Discuss how energy is priced in the markets and the forces behind the currently high energy prices.
- Explain the long-term trends in energy production and usage and the policy challenges inherent in these trends.
- Understand what energy security means and how it is achieved.
- Articulate the principal components of U.S. international energy policy, both globally and regionally.
- Understand the principal initiatives the U.S. is using to implement that policy, as well as the principal challenges to implementation.
- Understand the connection between energy policy and climate change.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Openness to Dissent
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have primary or secondary responsibility for reporting or engaging with foreign governments on international energy issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Trade and Commercial Training

Basics of International Trade

Course Code PE224
See Distance Learning, page 96.

Combating Terrorist Financing

Course Code PE141

Offered jointly by the Foreign Service Institute and the Bureau of Economic, Energy and Business Affairs, this course acquaints participants with the domestic and international tools available to stop the flow of financial assets to and between terrorist organizations. The course includes sessions on the nature of the problem, mechanisms used to identify and block illicit asset transfers and an introduction to the work of key U.S. agencies and international entities involved in combating such flows.

Course Objectives:
- Explore and understand methods that terrorists and other criminals use to raise, conceal and move funds.
- Understand the various USG and multilateral regimes for sanctioning persons who provide financial support to terrorists.
- Explore the framework of domestic and international regulations and practices for denying terrorists use of the formal international financial system.
- Become familiar with the USG's toolkit for assisting our allies to enhance their capabilities to combat terrorist financing.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving

✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Openness to Dissent
✓ Persuasion and Negotiation
✓ Professional Expertise

Clearance: SECRET.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned to positions overseas or in Washington, D.C. with responsibilities directed at stopping illicit fund flows to terrorists. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/30

Commercial Tradecraft

Course Code PE125

This course prepares Foreign Service Officers to be responsive and effective in providing assistance to U.S. businesses seeking advice, information and support in the pursuit of trade and investment opportunities abroad. Through discussions and case studies led by successful private-sector exporters and experienced USG commercial diplomacy specialists, participants learn how to set up and manage effective trade promotion programs and assist U.S. firms in seeking market access, developing markets and participating in major projects. Instructors place special emphasis on the challenges and opportunities at embassies and consulates where there is no Department of Commerce presence.

Course Objectives:
- Gain working knowledge of U.S. Commerce Department's structured programs for assisting U.S. businesses overseas.
- Strong grasp of U.S. laws governing corrupt business practices overseas.
- Gain solid awareness of guidelines for commercial advocacy.
- Identify USG agencies involved in supporting U.S. business overseas and their respective roles.

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information

Audience: Department of State direct-hire (FS, LE Staff) employees at small consulates and for others who are assigned to positions that include responsibilities for assisting U.S. business. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

Hub Officer Orientation

Course Code PE292

Designed for officers en route to Regional Environmental Hub positions worldwide, this seminar provides an overview of Department of State expectations for the Hubs and helps officers develop effective work plans.

Course Objectives:
- Understand the unique role of regional environmental officers in advancing environmental, science, technology and health issues across a region.
- Develop the skills and understand the tools of the trade necessary to perform effectively as a regional environmental officer.
- Understand the community of end-users of hub officers' work.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Audience: Department of State Foreign Service Officers en route to Regional Environmental Hub positions worldwide. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, apply online or through HR/CDA. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/12

Intellectual Property Rights

Course Code PE138

This course trains students on how Intellectual Property protection and enforcement advances U.S. economic and foreign policy objectives. Participants will examine U.S. copyright, patent, trademark, and enforcement policy and how this serves to foster and protect innovative products and services in industries as diverse as publishing, electronics, and biotechnology. Building upon this foundation, participants will discuss the U.S. government's annual review of IPR practices around the world, the current status of the Anti-Counterfeiting Trade Agreement, and learn how the State Department and other U.S. agencies work in concert to encourage and assist our trading partners with the implementation of their commitments under the World Trade Organization agreement on Trade-Related Aspects of Intellectual Property Rights, as well as under our many free trade agreements. Finally, students will learn best-practices for government-to-government advocacy, and for establishing and conducting programs to educate host-country government officials and public audiences about the important role intellectual property plays in fostering innovation and promoting sustainable economic growth and development.

Course Objectives:
- Gain a working knowledge of U.S. laws and regulations governing intellectual property protection.
- Gain knowledge of international IPP agreements and obligations.
- Differentiate between regimes that protect various categories of intellectual property.
- Gain a working knowledge of U.S. international sanctions regime for countries that tolerate IPP violations.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course* (see page 96).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with responsibility for reporting on IPR issues and counseling U.S. firms about host country policies towards IPR. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/25

Intellectual Property Rights Series

Course Codes PE338-344
See Distance Learning, pages 96-98

New Approaches to Addressing Corruption

Course Code PE160

New Approaches to Addressing Corruption provides an overview of global trends and manifestations of corruption, the international anticorruption movement and U.S. government and embassy corruption.

Course Objectives:
- Gain a working knowledge of the global trends and manifestations of corruption.
- Understand the international anticorruption movement, U.S. involvement in this movement and current international standards for preventing and combating corruption.
- Preview tools to prevent and combat corruption, including criminalization and international cooperation, prevention, multilateral monitoring, and denial of safe haven.
- Understand the importance of non-governmental partners, including the role of NGOs and the private sector and their engagement with the U.S. and other governments on corruption.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building

Audience: Department of State direct-hire (FS, LE Staff) with responsibilities for security and foreign affairs issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Requests for nominations will be announced via cable for employees who have primary or secondary responsibility for security and foreign affairs issues. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable.

Schedule: Two days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 10/30

Telecommunications Industry

Course Code PE131

This seminar provides an overview of the rapidly changing telecommunications environment. Emphasis is placed on advancing technologies, market structures, regulatory environments and promotion of U.S. industry.

Course Objectives:
- Working knowledge of technology and industry developments in the latter part of the 20th century to the present.
- Understand international policy issues affecting U.S. firms' ability to compete in international markets.
- Working knowledge of legislative developments in the U.S. and major markets affecting U.S. firms market access and investments.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Technical Skills

Audience: Department of State Foreign Service Economic and Commercial Officers working in the Economic Bureau, on country desks, or in economic positions with telecommunications portfolios overseas; DoS Civil Service economic analysts and DoS direct-hire LE Staff in positions where telecommunication issues are prominent. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Trade Agreement Monitoring and Implementation

Course Code PE222

Taught by experienced international trade lawyers and trade compliance experts, this course features World Trade Organization core principles and elements of major trade agreements on apparel and textiles, services, intellectual property rights, customs, government procurement and agriculture. Participants also study U.S. trade law including antidumping, subsidies, countervailing duties and safeguards.

Course Objectives:
- Gain working knowledge of the structure of U.S. trade agreements and their key provisions.
- Acquire working knowledge of obligations incurred by the USG from membership in multilateral trade agreements and organizations.
- Become familiar with the uses by U.S. trade partners of non-tariff trade barriers and other obstacles to market access.
- Obtain firm grasp of U.S. agencies involved in trade agreement negotiations, implementation and enforcement.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Openness to Dissent
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees serving as economic analysts and in positions with trade policy

portfolios. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

U.S. Global Investment Policy

Course Code PE266

This course presents an overview of key elements in U.S. investment policy, an area of economic policy that is increasingly vital for U.S. and global economic growth and stability. It is designed to prepare officers to manage and report on investment policy issues with foreign governments.

Course Objectives:
- Prepare officers to report on investment issues and effectively handle investment disputes.
- Familiarize officers with the purpose and terms of Bilateral Investment Treaties and the major U.S. investment policy goals in multilateral contexts to promote effective advocacy with foreign governments.
- Prepare officers to explain U.S. policies regarding inward investment and to appropriately respond to concerns about specific cases.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Entrepreneurship
✓ External Awareness
✓ Influencing/Negotiation
✓ Oral Communication
✓ Political Savvy
✓ Resilience
✓ Strategic Thinking
✓ Technical Credibility
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Oral Communications
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Written Communication

Clearance: SECRET.

Audience: Department of State Foreign Service Economic Officers and Civil Service employees with domestic responsibilities covering investment issues. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

U.S. Role in Multilateral Development Banks

Course Code PE264

The course provides an overview of the multilateral development banks, including the World Bank and the regional development banks, with an emphasis on the U.S. role in setting strategy and project review at these institutions.

Course Objectives:
- Gain a working knowledge of the mandates, operating structures and membership of the World Bank Group and the regional MDBs.
- Understand how the development banks respond to financial crisis and implications for projects in your region.
- Discuss ways that the U.S. can leverage MDB resources to compliment our bilateral efforts, both by working through U.S. representatives in the banks and through coordination with local MDB offices.
- Understand State's role in the interagency MDB loan review process, which is led by Treasury.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Entrepreneurship
✓ External Awareness
✓ Influencing/Negotiation
✓ Oral Communication
✓ Political Savvy
✓ Resilience
✓ Strategic Thinking
✓ Technical Credibility
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Innovation
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Oral Communications
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Written Communication

Clearance: SECRET.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees with domestic responsibilities for countries where Multilateral Development Banks operate. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

World Trade Organization History and Core Principles

Course Code PE223

See Distance Learning, page 98.

The Political Training Division provides high-quality issue-specific training for Foreign Service Officers, Foreign Service Nationals, and Civil Service employees of the Department of State, and on a reimbursable basis representatives of other foreign affairs and national security agencies. Our policy courses expand the substantive expertise of our students by addressing a wide range of challenging issues confronting American diplomacy in the 21st century.

Political courses are listed under three main catalog themes:

- Global and Multilateral Issues, page 152.
- Negotiation, page 216.
- Political Training, page 227.

Global and Multilateral Issues courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Global Issues

Course Code PP510

For course information, call 703-302-7184.

This course is an intensive snapshot of key contemporary global issues, using expert speakers from government and nongovernmental organizations. Critical issues of global or transnational concern, such as the environment, climate change, trafficking in persons, international labor issues, population questions, refugees, terrorism, international crime and narcotics will be addressed in this class.

Course Objectives:

- Promote awareness of the changing issues on the global agenda and their impact on U.S. policy priorities.
- Better understand the complex linkages between global, multilateral, regional and bilateral issues.
- Develop strategies for addressing the special challenges of global and transnational issues.
- Appreciate the relationships between and among governments, international organizations and NGOs in dealing with global and transnational issues.

OPM Competencies Addressed:

✓ External Awareness
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:

✓ Critical Thinking
✓ Innovation
✓ Job Information

Audience: Department of State direct-hire (FS, CS) employees at the FS-04/01; GS-09/15 level. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

INL Orientation Workshop

Course Code PP218

For information, call INL/RM at 202-776-8552.

This is an intensive overview of the international counter-narcotics and crime portfolio. Course design includes a combination of program and policy briefings as well as practical hands-on exercises for managing a multifaceted project.

Course Objectives:

- Understand and implement policy in the area of international counter narcotics and crime.
- Develop and negotiate Letters of Agreement.
- Manage a bilateral project.
- Coordinate with other USG agencies in international counter narcotics and crime.

OPM Competencies Addressed:

✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:

✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees who will serve in positions in the Bureau of International Narcotics and Law Enforcement Affairs in Washington, D.C. and those who will carry the INL portfolio at posts. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Enrollment must be pre-approved by INL. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m. Offered once a year.

Minimum/Maximum: 8/75

International Terrorism: Understanding the Threat and Formulating the Response

Course Code PP521

For course information, call 703-302-7184.

This seminar is designed for students with an interest in international terrorism and its impact on U.S. foreign policy. Experienced speakers, both governmental and non-governmental, explore practical ways national security policy makers and officers going to the field can counter the threat of international terrorism. The course and material will focus on both the theoretical (e.g., understanding the causes of terrorism, the mind and the motivation of the terrorist, and different kinds of terrorism) and the operational (e.g., U.S. government programs to combat terrorism and to counter violent extremism, the interagency coordination process, and lessons learned from case studies).

Course Objectives:

- Understand the mind, motivation and the method of the terrorist.
- Examine the different causes of international terrorism.
- Appreciate how U.S. policy makers develop and implement counterterrorism strategies.
- Develop awareness of different agency agendas in combating terrorism and coordination mechanisms.

OPM Competencies Addressed:

✓ Influencing/Negotiating
✓ Political Savvy
✓ Strategic Thinking

FS Precepts Addressed:

✓ Critical Thinking
✓ Institutional Knowledge
✓ Persuasion and Negotiation
✓ Professional Expertise

Clearance: SECRET. Clearance must be indicated on training form.

Audience: Department of State direct-hire employees at the FS-04/01; GS-09/15 level. Preference will be given to those who require this training for their current or onward assignment. Other agency employees who meet the above-stated requirement may attend on

a reimbursable basis. Enrollment must be approved by FSI's Political Training Division. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Please include a short justification for enrollment to the course "Remarks" section when submitting your training request. Refer to the Department Notice for specific enrollment instructions. Students who are approved for training will receive e-mail notification.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Labor Officer Skills

Course Code PL103

For information, contact DRL/LCSR at 202-647-3271.

This course is a comprehensive review of the skills and knowledge required to serve as labor officers and labor reporting officers at U.S. missions overseas.

Course Objectives:
- Duties of the labor officer, including worker rights promotion and labor sector reporting.
- Introduction to major issues and institutions in U.S. labor scene.
- Discussion of current international labor topics, such as trade promotion and human trafficking.
- Overview of history and tradecraft of labor diplomacy.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State Foreign Service Officers assigned to labor office or labor reporting positions overseas. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

MEPI Coordinator, Administrator and Project Officer Training

Course Code PP350

For course information, contact NEA/MEPI at 202-776-8508.

This course targets U.S. Department of State and embassy staff responsible for overseeing administrative, financial and/or project performance of local organizations that have received USG awards through the Middle East Partnership Initiative. The course is structured to develop MEPI Coordinators, Administrators and Project Officers' skills in grants and project development and management; award actions; and evaluation and monitoring; MEPI's Strategic framework; and using the MEPI database.

Course Objectives:
- Review the MEPI program and its strategies.
- Review and identify best practices for the MEPI project management cycle.
- Improve MEPI monitoring and evaluation skills, including use of indicators and monitoring of quarterly reports.
- Review updates to and use of MEPI's database.

OPM Competencies Addressed:
✓ External Awareness
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are at NEA posts serving as MEPI coordinators, administrators or project officers. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 12/24

Multilateral Diplomacy

Course Code PP211

For course information, call 703-302-7184.

Using practical exercises, simulations and examples from recent U.S. experience, this course prepares participants for work with international organizations or for serving as a U.S. delegate to a multilateral meeting. There is a major focus on the United Nations. This is a practical, hands-on workshop to help officers become familiar with key aspects of conference diplomacy. Students learn tips for preparing to be part of an interagency delegation, drafting text, hear presentations on the structure of the U.N. system, and participate in a short simulation of an international meeting.

Course Objectives:
- Overview of key U.S. policy priorities in the multilateral diplomatic arena.
- How the U.S. government organizes itself for multilateral work.
- How to improve skills for tasks common to multilateral diplomatic work such as negotiating consensus texts and working with rules of procedures integral to multilateral meetings.
- Funding international organizations.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Relationship Building and Representational Skills

Audience: Department of State direct-hire (FS, CS) employees at FS-04/01; GS-09/15 level who are involved in the work of multilateral diplomacy. Senior officers are also welcome. Recommended for DoS direct-hire employees newly assigned to a position that involves representing the U.S. in international organizations or meetings. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Promoting Human Rights and Democracy

Course Code PP530

For course information, call 703-302-7184.

This course addresses current topics in human rights and democracy promotion as they relate to U.S. foreign policy objectives.

Offered in coordination with the Bureau of Democracy, Human Rights and Labor, the course draws from in-house and outside experts to explore the origins of U.S. human rights/democracy promotion policies, current issues and priorities (e.g., gender issues, religious freedom, internet freedom, worker rights, election monitoring, rule of law, etc.) and best practices for policy implementation and reporting in the field.

Course Objectives:
- Promote awareness of the objectives and activities of the U.S. government, international organizations, and non-governmental organizations in promoting human rights and democratic values.
- Develop the skills necessary to pursue critical U.S. objectives in these areas while serving overseas, in Washington, and/or in multilateral fora.
- Increase understanding of the complex political, legal, social, and ethical issues involved in developing human rights/democracy promotion policies, and the role of key national and international actors in this process.
- Appreciate the linkages, and competing priorities, associated with global, multilateral, regional and bilateral strategies for promoting human rights and democratic values.

OPM Competencies Addressed:
✓ External Awareness
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire employees (FS, CS, LE Staff) at FS-04/01/ GS-09/15 level whose current or future duties directly involve human rights and democracy promotion issues, to include human rights reporting officers. Also appropriate for employees whose portfolio duties include reporting on human rights/democracy/rule of law issues and/or interacting with national, international, multilateral and/or non-governmental actors involved with abovementioned issues. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Religion and Foreign Policy

Course Code PP225

Using a variety of methodologies -- including lectures, panel discussions, case studies, and interactive exercises -- this course will expose U.S. officials to common themes in dealing with religious- and faith-based communities in the field to advance U.S. policy objectives, while giving them the opportunity to practice the tradecraft skills necessary to build productive relationships with religiously motivated actors. The course will also train U.S. officials to use the annual "International Religious Freedom Report" and other tools to enhance their mission's ongoing interactions with religious communities, and will discuss best practices for incorporating religious community outreach into broader mission objectives.

Course Objectives:
- Provide an overview of common religious themes, the role of religion in the development of democracy and the rule of law, and its role in shaping and influencing U.S. foreign policy historically and today.
- Enhance students' appreciation of religious freedom promotion as a key component of U.S. Foreign Policy, and the role of missions and individual officers in carrying out this mission.
- Teach practical skills for engaging religious communities as change actors, and for incorporating outreach to such communities into overall mission goals and standard operating procedures.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Partnering

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire (FS, CS) reporting officers, program managers at FO-04/01; GS-09/15 whose current or future duties involve working with religious-orientated organizations to promote U.S. objectives, and/or on issues in which religion-based communities play an important role. Other DoS direct-hire employees whose portfolio duties include interacting with issues of religion and faith-based organizations in the field on a regular basis and supervisors of those whose portfolios include these areas. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

General Information

The Domestic Programs

FSI language training aims to prepare individuals to live and work effectively overseas. A variety of programs is offered, tailored to the needs of various professional specialties within the Department and the foreign affairs community. Programs range in length from a few weeks to two years. Some language programs are part-time; most are full-time. Some programs aim to develop a broad proficiency in the language, while others are focused on specific tasks in situations likely to be encountered overseas.

OPM Competencies Addressed:
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:
✓ Continual Learning
✓ Foreign Language Skills

The Overseas Programs–The Field Schools

FSI offers overseas training programs in Arabic, Chinese, Japanese and Korean. The advanced Chinese program is under the auspices of the American Institute of Taiwan, and the others are FSI-operated field schools in Tunis, Yokohama and Seoul.

The goal of these programs is to enable students to progress from S-2/R-2 to S-3/R-3 or beyond. An advanced area studies component is included, as well as field trips and special assignments to promote extramural language usage. Classes are kept as small as resources permit.

Distance Learning

Distance language courses make it possible to begin or continue language study at post. Courses are generally 12-14 weeks in length, unless otherwise stated, and students participate in the courses through a variety of self-guided interactive computer exercises. Students work at their own pace, three to eight hours per week at times convenient to them, under the guidance of a teacher/mentor. Communication takes place via e-mail, online forum, and/or phone. Distance language learning requires computer skills, disciplined work habits, the ability to be self-directed, and effective time management.

Distance language courses are offered in beginning Arabic, Chinese, Dari, French, German, Greek, Haitian Creole, Japanese, Korean, Pashto, Persian, Polish, Portuguese, Russian, Spanish and Urdu; intermediate French and Spanish; and advanced reading Arabic, Chinese, French, Polish, Portuguese, Russian and Spanish. Conversion courses are available for Russian to Polish, Russian to Slovak, and Spanish to Portuguese. Arabic Express II and III, French and Spanish Listening Comprehension, People to People-Advanced Russian, and Russian and Spanish for Consular Tradecraft are also offered.

The Right Course

It is important that employees be enrolled in the language program that best addresses their needs. For additional information, call 703-302-7242.

The Length of Training

Most FSI language programs are of a specified length. In some cases; however, the length of the training assignment is determined by the learner's starting proficiency, the desired ending proficiency, the difficulty of the language, the learner's rate of progress and the time available before reporting for duty.

When to Start Training

Beginners: Individuals with little or no prior knowledge of the language should only register to begin training on an established start-date. Custom start dates may be arranged for groups of three or more students. Contact the School of Language Studies at 703-302-7242 for more details.

Non-beginners: Determining the start date for a non-beginner requires consultation with the Language Training Supervisor for that language. Individuals with prior proficiency in the language should register to begin training on any Monday when they can join an existing class. Training officers and/or prospective students should contact the School of Language Studies at 703-302-7242 to arrange for consultation with the appropriate Language Training Supervisor.

Tuition

All agencies share the cost of FSI language training. Agencies other than Department of State do so through the payment of tuition. Current rates appear in the "Course Schedule" booklet. Questions about tuition rates should be directed to the FSI Budget Office at 703-302-7289.

Full-time Training

Most FSI language programs, except distance learning, involve instructor contact hours daily and additional time devoted to guided on-campus study, technology-assisted instruction and some homework. Training is continuous, Monday through Friday, with pre-scheduled occasional mornings or afternoons off so that students may attend to personal or administrative matters. Faculty in-service training is scheduled on these "administrative afternoons" to the greatest extent possible.

Absences

Students who miss more than a few days for any reason will fall behind and may not be able to rejoin their class. Except for compassionate reasons, annual leave will not be approved for those enrolled in full-time language courses. Students facing "use-or-lose" leave situations must make arrangements prior to beginning language training at FSI.

Holidays

All federal holidays are observed. There is no language training during the winter vacation. Agencies will not be billed for the vacation week.

Vacation week:
December 23-30, 2011
December 24-31, 2012
December 23-31, 2013

Optional Leave Days

On optional leave days, students are permitted (though not required) to take annual leave. On these days, students may attend classes, engage in self-study or take annual leave by arrangement with their agency. Students who do not wish to avail themselves of leave will be given training; however, no new material will be taken up unless the entire class is present. Students whose period of training is less than 12 weeks are encouraged not to take optional leave. Language instructors' tours of duty are not affected by student optional leave.

The Friday following Thanksgiving, and one day during the time of spring public school holidays are designated as optional leave days. Because local school systems do not share the same schedule for spring break, students will need to negotiate this date with their instructor and/or Language Training Supervisor.

Orientation

Students attend orientation sessions on their first day of class. During these sessions, they will receive information that includes the *Guide for Language Students and Road Map* for their

specific language program, containing detailed administrative and course information.

Registration

Admissions decisions are made by the School of Language Studies in response to requests for training. Training requests are submitted to the FSI Office of the Registrar. Assignments for Department of State students' long-term language training may only be arranged by HR/CDA. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 5). For details of the registration procedure, see Admissions, page 1.

The School of Language Studies endeavors to accommodate all training requests. (Eligible family members are accepted on a space available basis.) Training capacities are finite; however, and not all training requests can be honored when and as requested. This is especially so in the case of the low-volume languages marked with an asterisk in the language list. Consult with the School of Language Studies at 703-302-7242 regarding enrollment in those languages prior to registration; however, in all languages, the more lead-time the better.

To register for language training, one needs to provide a course code (which identifies the language and type of program) as well as start-stop dates and the number of weeks of training. The following pages provide this information. Training stop-dates may differ from published end-of-training dates. Enrollments should reflect the actual date language training is expected to end.

Course Codes

Each FSI program has a unique designation known as a "course code." Course codes for language training have two parts: a three-letter language code, the letter "L" and a two-letter language indicator, followed by a three-digit program code. For example, "LGM100" is the course code for the "German Basic course."

Program Codes

Code	Program
100	Basic including "class of one" (as in low-density languages)
101	Advanced ("Beyond-Three")
111	Intensive Language Conversion
200	FAST
201	Refresher
300	Early Morning
401	Reading Maintenance (Volume I)
402	Reading Maintenance (Volume II)
410	Introductory Language (Part 1)
411	Introductory Language (Part 2)
420	Express I (Part 1)
421	Express I (Part 2)
422	Express II (Part 1)
423	Express II (Part 2)
424	Express II (Part 3)
425	Intermediate (Part 1) or Express III
426	Intermediate (Part 2)
430	Listening Comprehension
440	Language for Consular Tradecraft
445	People to People (Volume I)
446	People to People (Volume II)
460	Language Conversion (Part 1)
461	Language Conversion (Part 2)
490	Other Language Courses
510	Out and About
700	Part-Time Tutorial (by special arrangement only)
800	Full-Time Tutorial (specially arranged tutorial as distinct from a "class of one")
920	Lab-Based Self Study
950	Field Schools–Overseas
SR041	Self Study Online Resource
SR041	Rosetta Stone

Language Codes

The language codes currently in use appear below. Not every program is available in every language.

Code	Language
LAB	Albanian
LAE	Arabic (Egyptian)
LAD	Arabic (Modern Standard)
LAI	Arabic (Iraqi)
LRE	Armenian (Eastern)
LAX	Azerbaijani
LBN	Bengali
LBU	Bulgarian
LBY	Burmese
LCA	Cambodian (Khmer)
LCC	Chinese (Cantonese)
LCM	Chinese (Mandarin)
LCX	Czech
LDA	Danish
LPG	Dari (Persian, Afghan)
LDU	Dutch
LES	Estonian
LPF	Farsi (Persian, Iranian)
LFJ	Finnish
LFR	French
LGG	Georgian
LGM	German
LGR	Greek
LHE	Hebrew
LHJ	Hindi
LHU	Hungarian
LJN	Indonesian
LJT	Italian
LJA	Japanese
LCA	Khmer (Cambodian)
LSW	Kiswahili (Swahili)
LKP	Korean
LLC	Lao
LLE	Latvian
LLT	Lithuanian
LMA	Macedonian
LML	Malay
LMV	Mongolian
LNE	Nepali
LNR	Norwegian
LPU	Pashto
LPG	Persian, Afghan (Dari)
LPF	Persian, Iranian (Farsi)
LTB	Persian, Tajiki (Tajiki)
LTA	Pilipino (Tagalog)
LPL	Polish
LPY	Portuguese
LRQ	Romanian
LRU	Russian
LSC	Serbo-Croatian
LSK	Slovak
LSL	Slovenian
LQB	Spanish
LSW	Swahili (Kiswahili)
LSY	Swedish
LTA	Tagalog
LTB	Tajiki (Persian, Tajiki)
LTH	Thai
LTU	Turkish
LUK	Ukrainian
LUR	Urdu
LVS	Vietnamese

Languages taught by special arrangement only. Assignments officers must consult with the School of Language Studies in advance at 703-302-7242.

Code	Language
LAC	Amharic
LGW	Gujarati
LHC	Haitian Creole
LHS	Hausa
LJC	Icelandic
LKE	Kazakh
LKU	Kurdish (Sorani)
LKM	Kyrgyz
LMN	Malayalam
LPJ	Punjabi
LSJ	Sinhala/Singhalese
LSM	Somali
LTC	Tamil
LTE	Telugu
LTJ	Tibetan
LUB	Turkmen
LUX	Uzbek

Domestic Programs

The Basic Courses: Long-Term Language and Area Studies

Course Code L_100

Basic courses are offered in over seventy languages. They are designed to enable learners to develop a general language proficiency, as well as specific communicative competencies required for their work. One half-day each week is devoted to advanced area studies to increase understanding of the country of assignment, its role in the region and its relationship with the United States, and to develop background knowledge to strengthen listening and reading comprehension skills in the target language.

Most *Basic* courses consist of an extensive core curriculum of speaking, reading and listening practice, with accommodation to individual jobs and learning styles. Basic courses involve a mix of live instruction in small groups, study guidance, educational technology support, homework and extramural activities. The best available textbooks and reference books are used, many developed by the FSI faculty. *Basic* courses make use of resources available through the Voice of America, SCOLA, satellite TV, the International Channel and the Internet. Where available, commercial multimedia programs are integrated with classroom study.

Many *Basic* courses now make use of scheduling and teaching activities aimed at individualizing the training experience. FSI training is characterized by a high degree of involvement by learners in determining how best to prepare for the linguistic tasks overseas, how to make the most efficient use of their abilities and language study time, and how to continue language learning after training.

Proficiency expectations, course duration and language category: *Basic* courses are sometimes referred to by their duration or their proficiency goals. Actual enrollment durations may vary, since shorter enrollments are appropriate for non-beginners. In other cases, additional time may be required to meet the desired end-of-training proficiency level. Contact the Language Training Supervisor through the School of Language Studies at 703-302-7242 for more detailed information.

Following are the Department of State language categories and expectations:

Category I (formerly "World") Languages
S-3/R-3 Objective:
24 Weeks - Italian, Portuguese, Romanian, Spanish, Danish, Dutch, Norwegian and Swedish
30 Weeks – French

S-2/R-2 Objective:16-20 weeks

Category II (formerly "Hard" – shorter time frame) Languages
S-3/R-3 Objective:
36 weeks – German, Indonesian, Malay, and Swahili

Category III (formerly "Hard") Languages
S-3/R-3 Objective:
44 weeks - Most non-Romance/Germanic except Arabic, Chinese (Cantonese and Mandarin,) Japanese and Korean

S-2/R-2 Objective: 30 weeks

Category IV (formerly "Superhard") Languages
S-3/R-3 Objective:
88 Weeks - Arabic, Chinese (Cantonese and Mandarin), Japanese and Korean
(See Overseas Advanced Training - The Field Schools)
(Second Year Cantonese is offered only in Washington, D.C.)

S-2/R-2 Objective: 44 weeks
S-2/R-1 Objective: 36 weeks (for Arabic and Chinese)
S-2/R-0 Objective: 23-32 weeks (for Korean and Japanese – 30-32 weeks)

Course Objectives:
- Converse with native speakers in a wide variety of situations: professional, social and daily life.
- Understand language as spoken among native speakers and on the broadcast media.
- Read official documents and the print media.
- Perform job-related tasks involving the use of the language.
- Develop self-reliance as language learners.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skills

Audience: Employees of U.S. government agencies involved in the conduct of foreign affairs with a job, career or mission-related need for training who are assigned by their agencies for long-term language studies in preparation for an overseas assignment. Accompanying eligible family members who are 18 years or older are admitted on a space available basis. Beginners of all ranks whose training time is limited to eight weeks or less should enroll in the *FAST* course, page 158, rather than the Basic course. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 5). For details of the registration procedure, see Admissions, page 1.

Schedule: Training is generally between the hours of 7:30 a.m. and 6:00 p.m., Monday through Friday, except for federal holidays. Some classes may begin as early as 7:30 a.m. or as late as 1:00 p.m. and may end as late as 6:00 p.m. No annual leave is authorized during a full-time language training assignment. To consult on training schedules, non-beginners should contact the Language Training Supervisor through the School of Language Studies at 703-302-7242.

The FAST Courses: Familiarization and Short-Term Language Studies

Course Code L_200

FAST courses are designed for beginners with a training opportunity of two months or less. As such, *FAST* courses are appropriate for Executive Branch employees of all ranks and assignments, as well as for family members. Training is full-time and intensive. Lessons are derived from situations likely to be encountered overseas in a particular locale. *FAST* training is preparation for getting things done despite linguistic disadvantages, by making use of essential language and cultural knowledge.

Course Objectives:
- Express needs and obtain services.
- Get information and deal with emergencies.
- Cope with native speakers.
- Engage in everyday social conversation.
- Use the telephone.

OPM Competencies Addressed:
✓Continual Learning
✓Flexibility
✓Oral Communication

FS Precepts Addressed:
✓Active Listening
✓Foreign Language Skills

Audience: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for short-term language studies in preparation for an overseas assignment. DoS accompanying eligible family members who are 18 years or older are enrolled on an space-available basis. Other agency employees who meet the above-stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. This course is for beginners or near beginners only. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2). For details of the registration procedure, see Admissions, page 1.

Schedule: Courses are of seven- or eight-weeks duration. They begin on start dates shown in the schedules. Training is full-time, generally between the hours of 7:30 a.m. and 6:00 p.m., Monday through Friday.

Exam Requirement: Because the *FAST* courses are very brief, the aim is situational readiness rather than an S/R rating; end-of-training proficiency tests are voluntary.

Early Morning

Course Code L_300

Early Morning training is intended for employees of U.S. government agencies or eligible family members who have or will have a job- or mission-related need for language proficiency but whose assignment to full-time training is problematic. Training is offered in several languages during two 17-week semesters.

Visit http://fsiweb.fsi.state.gov/ for registration information.

Course offerings include:

LAD300 Arabic Early Morning (Modern Standard)
LAI300 Arabic Early Morning (Iraqi)
LCM300 Chinese (Mandarin) Early Morning
LFR300 French Early Morning
LGM300 German Early Morning
LHJ300 Hindi Early Morning
LJT300 Italian Early Morning
LJA300 Japanese Early Morning
LKP300 Korean Early Morning
LNE300 Nepali Early Morning
LPU300 Pashto Early Morning
LPG300 Persian, Afghan (Dari) Early Morning
LPF300 Persian, Iranian (Farsi) Early Morning
LPY300 Portuguese Early Morning
LRU300 Russian Early Morning
LQB300 Spanish Early Morning
LTB300 Tajiki Early Morning
LUR300 Urdu Early Morning

Course Objectives:
- Participate with native speakers in social situations.
- Understand language as spoken among native speakers and on the broadcast media.
- Perform job-related tasks involving the use of the language.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skills

Audience: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for long-term language studies in preparation for an overseas assignment. DoS accompanying eligible family members who are 18 years or older are enrolled on an space-available basis. Other agency employees who meet the above-stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. Classes are limited to six students per class, and there must be three applicants at the same or about the same proficiency level in a language to justify starting a class. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2) and a DS-3043. Please call 703-302-7144 for information and the DS-3043.

Schedule: Monday – Friday mornings; 7:30 a.m. to 8:40 a.m.
Training is held at the Shultz Center, Main State or SA-44. Location is determined just prior to training start-date.

Minimum/Maximum: 3/6

Intensive Language Conversion Course

Course Code LPY111

Intensive Spanish-to-Portuguese Conversion is for employees with proficiency level 3/3 or higher Spanish who wish to make rapid progress in learning a closely related language, Portuguese. (Presently, this course is only offered for Spanish speakers converting to Portuguese. Additional language conversion courses may become available. Please consult with the language section at 703-302-7242 for information.)

Note: Shorter enrollment duration may be appropriate for non-beginners and employees who have completed *LPY460/461 Online Spanish-to-Portuguese Conversion,* page 102. Consult the Language Training Supervisor directly or the School of Language Studies at 703-302-7242 for information.

Course Objective:
- To accelerate employee's acquisition of Portuguese to General Professional Proficiency level (Speaking-3/Reading-3).

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skills

Prerequisite: Level Speaking-3/Reading-3 or higher proficiency in Spanish.

Audience: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for proficiency in Portuguese. DoS accompanying eligible family members who are 18 years or older are enrolled on an space-available basis. Other agency employees who meet the above-stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Training is generally between the hours of 7:30 a.m. and 6:00 p.m., Monday through Friday, except for federal holidays. Some classes may begin as early as 7:30 a.m. or as late as 1:00 p.m. and may end as late as 6:00 p.m. No annual leave is authorized during a full-time language training assignment. To consult on training schedules, potential students should contact the Language Training Supervisor through the School of Language Studies at 703-302-7242.

Refresher Courses

Course Code L_201

Refresher courses are special six-week programs offered in the summer in several languages.

Refresher training aims at helping individuals refresh and sharpen their language skills. Learners work with job-related materials as well as materials designed to renew 3-level language proficiency.

A pre-training evaluation, arranged directly with the Language Training Supervisor, is required prior to admission.

Course offerings include:
LAD201 Arabic Refresher
LCM201 Chinese (Mandarin) Refresher
LGM201 German Refresher
LJA201 Japanese Refresher
LKP201 Korean Refresher
LRU201 Russian Refresher
LVS201 Vietnamese Refresher

Refresher training may be available in other languages by special arrangement with the Language School.

Course Objectives:
- Converse with native speakers in professional, social and daily life situations.
- Perform job-related tasks involving the use of the language.
- Maintain and enhance language skills after training.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skills

Audience: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for refresher language training. DoS accompanying eligible family members who are 18 years or older are enrolled on an space-available basis. Other agency employees who meet the above-stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Refresher courses are six-weeks in duration. Training is full-time, generally scheduled between the hours of 7:30 a.m. and 6:30 p.m., Monday through Friday.

Advanced Training

Beyond-Three Training

Course Code L_101

This training addresses the challenges posed by emerging world events: to create an advanced cadre of language speakers who can explain credibly and competently U.S. government policy and American values to foreign audiences. To counter possible foreign misperceptions of America and Americans and to enhance communication, the training seeks to provide students with a deeper ability to understand the perspectives and cultures of the countries of their assignments.

Training beyond the S-3/R-3 level may be provided to select individuals, who have been at or near the 3/3 level in a language by special arrangement with FSI and assignment by the Bureau of Human Resources. Beyond-Three Training for Arabic, Chinese, Japanese and Korean is not available at FSI/Washington, but can be offered at FSI Field Schools by special arrangement.

Course Objectives:
- Speak and read with special emphasis on the language of public diplomacy and advocacy.
- Acquire cultural information necessary for effective communication and analysis.
- Develop writing and basic interpreting skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skills

Prerequisite: 3/3 proficiency and in-country experience.

Audience: Department of State Foreign Service employees only. Enrollment is by special arrangement. To enroll, apply through HR/CDA (see page 1).

Schedule: Admission is by arrangement. Training is full-time, generally scheduled between the hours of 7:30 a.m. and 6:00 p.m., Monday through Friday. Outside reading and activities will be expected.

Overseas Programs

Overseas Advanced Training – The Field Schools

Course Code L_950

The Foreign Service Institute offers overseas training programs in Arabic, Chinese, Japanese and Korean. The advanced Chinese program is under the auspices of the American Institute of Taiwan; the others are FSI-operated field schools or regional training programs coordinated between FSI and the regional bureaus.

The goal of these programs is to enable students to progress from S-2/R-2 to S-3/R-3 or beyond. An advanced area studies component is included, as well as field trips and special assignments to promote extramural language usage. Classes are kept as small as resources permit.

The Foreign Service Institute recommends that students receive their first-year training at FSI/Washington. Consult with FSI/SLS at 703-302-7244 regarding students with other learning experiences.

The school year begins in August and ends in June. Consult with the FSI/Washington regarding enrollments at other times. Since overseas training involves housing, last minute requests are very difficult to accommodate. All requests should be received by the Foreign Service Institute in Washington, D.C. by January 1, for the coming August.

Training requests should be communicated to FSI/Washington, rather than to field school directors. For more information, call 703-302-7244.

Resources permitting, FSI will accept requests for full-time training of eligible family member spouses who meet entry requirements. Spouses who are accepted as full-time students are expected to meet all course requirements and are accorded the same privileges as employee students.

Distance Learning

For course descriptions of distance language courses, see pages 99-106.

Distance language courses make it possible to begin or continue language study at post. Courses are generally 12-14 weeks in length, unless otherwise stated, and students participate in the courses through a variety of self-guided interactive computer exercises. Students work at their own pace, three to eight hours per week under the guidance of a teacher/mentor. Communication takes place via e-mail, online forum, and/or phone. Distance language learning requires computer skills, disciplined work habits, the ability to be self-directed, and effective time management.

Distance language courses are offered in beginning Arabic, Chinese (Mandarin), Dari, sub-Saharan French, German, Greek, Haitian Creole, Japanese, Korean, Pashto, Persian, Polish, Portuguese, Russian, Spanish and Urdu; intermediate French and Spanish; and advanced reading Arabic, Chinese, French, Polish, Portuguese, Russian and Spanish. Conversion courses are available for Russian to Polish, Russian to Slovak, and Spanish to Portuguese. Arabic Express II and III, French and Spanish Listening Comprehension, People to People-Advanced Russian, and Russian and Spanish for Consular Tradecraft are also offered.

Consultations

Consultation: Learning Styles Diagnosis

Individuals participate in a review of their learning styles and aptitudes, with information on how to maximize their strengths and minimize their weaknesses. The process begins with a set of questionnaires on learning styles, learning strategies, motivation, and language learning aptitude. After the questionnaires are scored, the student has an interview of 45-60 minutes with a specialist in learning styles to look at the results and what they mean for that student's learning.

Course Objectives:
- Individuals gain knowledge about their language aptitude including their strengths and weaknesses.
- Individuals gain knowledge about their preferred approaches to learning, (e.g., linear or non-linear, inductive or deductive).
- Individuals gain knowledge about their tolerance for ambiguity.
- Individuals gain knowledge about their general approach to learning strategies.
- Individuals gain knowledge about their preferred classroom activities.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills

FS Precepts Addressed:
✓ Active Learning
✓ Foreign Language Skills

For information, contact the Research, Evaluation and Development Division, FSI/SLS/RE&D, at 703-302-7279, FSISLSConsultation@state.gov or in the DoS Global Address List under FSI, SLS Consultation.

Prerequisite: None.

Audience: Employees of U.S. government agencies and their eligible family members, who are 18 years or older, and who are currently in non-FSI language training or are candidates for language training. The process can be adapted for students in other kinds of training as well. To enroll, contact R&D; Non-DoS students submit a funded SF-182 (see page 2).

Schedule: By appointment.

Minimum/Maximum: 1/1 (Groups by special arrangement.)

Consultation: Learning Styles Diagnosis Follow-up Appointment

Interviews to follow-up on particular areas, such as specialized learning strategies, are arranged on the basis of particular requirements.

For information, contact the Research, Evaluation and Development Division, FSI/SLS/RE&D, at 703-302-7279.

Prerequisite: *Consultation: Learning Styles Diagnosis*, page 160.

Audience: Employees of U.S. government agencies and their eligible family members who are 18 years or older, on a time-available basis, who are currently in non-FSI language training or are candidates for language training. The process can be adapted for students in other kinds of training as well. To enroll, contact R&D; Non-DoS students submit a funded SF-182 (see page 2).

Schedule: By appointment.

Minimum/Maximum: 1/1 (Groups by special arrangement.)

Testing

Language Testing

For information, contact the Continuing Training and Testing Division, FSI/SLS/CTT, at 703-302-7125.

The School of Language Studies provides a variety of language testing services. The proficiency test assesses communicative competencies, and expresses them in terms of the Interagency Language Roundtable (ILR) Speaking and Reading scales as "S/R" ratings. The Threshold test is similar but results in a determination that one is "at or beyond" a specified "S" or "R" level.

If testing at the Shultz Center is not possible, proficiency tests can be administered at post in the form of field tests requested by the Post Language Officer. Field tests must be recorded for FSI scoring (audio taped; video taped; CD-ROM). CTT also offers live digital videoconference tests in lieu of field tests at posts where appropriate equipment is available. FSI-based testing teams administer DVC tests.

The Modern Language Aptitude Test is a commercial, standardized test that was designed to provide an indication of an individual's probable degree of success in learning a foreign language. The MLAT does not predict whether an individual can learn a foreign language if given enough time and opportunity to do so; what it does predict is how well one can learn a foreign language in typical foreign language courses in the usual allotted time. Certain learned capabilities that have been correlated with foreign language classroom achievement are measured, including short-term memory, memorization of words, and knowledge of English grammar and vocabulary.

ACE CREDIT Recommendation: At the time of this publication, the American Council on Education Credit Recommendation Service has approved Arabic, Chinese, French, Russian and Spanish language proficiency scores for academic credit recommendation when the student achieves specific read/write exam scores. Please contact Christina Hoffman at HoffmanCN@state.gov for specific require-

ments. (See Accreditation/Certification for information, page 1.)

Note: The number of semester hours available for CREDIT recommendation depends on the language and student's final Proficiency Exam score. Visit the ACE Web site at http://www.acenet.edu.guide for complete recommendation information.

Audience: U.S. government employees of the Executive Branch and representatives of local government law enforcement departments. To enroll, Department of State direct-hire employees apply online at https://fsiapps.fsi.state.gov/ctt/register/empverify.asp. CDOs are notified of upcoming tests for their clients. Non-DoS employees receive tests on a reimbursable basis. Submit a funded SF-182 (see page 2) which may be faxed to 703-302-6738. Requests must be fully executed two week prior to the test date.

Employees at Post should schedule their field tests or videoconferencing tests through their Post Language Officer. Test types available on a reimbursable basis to Non-State employees are digital video conferencing, field tests, telephone tests and walk-in tests.

Cancellation Policy: Requests for cancellations must be made at least two full working days (i.e., days excluding weekends and federal holidays) in advance of the test date. For example: A Thursday appointment should be cancelled no later than COB Tuesday, a Monday appointment by COB Thursday, and so on.

Strong leadership skills are essential to any successful organization. The Leadership and Management training continuum offers a range of mandatory and elective courses designed to promote and instill good leadership practices at every level of the organization. The courses encompass:

- Personal leadership
- Leading others
- Strategic leadership
- Crisis leadership

Leadership/Management courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Ambassadorial Seminar

Course Code PT120

For information call 703-302-7308

The *Ambassadorial Seminar* prepares ambassadors-designate and their spouses for their unique positions of leadership at our missions abroad. From the Department's senior leaders, participants hear and understand key U.S. foreign policy priorities and learn about the leadership skills and characteristics needed for effective service. Non-career ambassadors also learn basic but valuable information regarding how embassies work. The informal and collegial setting provides opportunities for active participation and a frank exchange of views.

Course Objectives:

- Understand ambassadorial authority, prerogatives and responsibilities.
- Hone and apply specific leadership skills to the roles that ambassadors must play.
- Learn effective techniques to handle the media and stay on message.
- Establish networks and relationships with other ambassadors-designate.
- Develop an "entry strategy" for arrival at post.

Prerequisite: All participants should have completed their required clearances and their agreement requests should have been initiated before attending this seminar.

Audience: Ambassadors-designate and spouses. Participants are registered in the *Ambassadorial Seminar* by HR/CDA/PAS as part of the Ambassadorial appointment process. Enrollment is by assignment only.

Schedule: Two weeks; 9:00 a.m. to 4:30 p.m.
Week One: Main State
Week Two: Shultz Center

Minimum/Maximum: 6/12

Bureau/Mission Offsites

Course Code PT130

These specialized events are workshops designed to meet individual bureau or mission needs that are beyond the scope of regular Foreign Service Institute course offerings.

Course Objectives:

- Develop missions/goals for bureaus, offices, or overseas posts.
- Develop intra/inter-office communication.
- Develop skills in conflict management.

Audience: Offered to bureaus, offices and overseas posts at their request for Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Workshops will vary from one- to three-days.

Minimum/Maximum: 12/25

Civil Service Mentoring Workshop

Course Code PT132

Participants in this course must have been selected as either a mentor or a mentee in the Department of State's Civil Service Mentoring Program. The workshop is the first training component of the mentoring program. Participants will learn what mentoring is, its benefits and the roles of the mentor and the mentee. In addition, they will learn and practice skills essential to good mentoring partnerships, such as clear communication, giving and receiving feedback, and active listening and goal setting. Mentees will also work with their mentors during the workshop to develop a mentoring partnership agreement establishing how they will work together.

Note: Registration for the class will be made through the Civil Service Mentoring Program.

Course Objectives:

- Describe the roles of mentor and mentee.
- Set professional development goals and explore strategies for achieving them through the mentoring partnership.
- Use effective communication skills in the context of a mentoring partnership.
- Establish a mentoring partnership agreement defining how the mentor and mentee will work together.

OPM Competencies Addressed:

✓ Continual Learning
✓ Developing Others
✓ Interpersonal Skills
✓ Oral Communication

Audience: Department of State's Civil Service Mentoring Program selectees. Each mentor-mentee pair should attend the same workshop. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS students apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 20/40

Coaching

Course Code PT229

This course is designed for supervisors, managers and team leaders who are responsible for accomplishing results through other people. The participants will learn and practice techniques that will help them bring about performance achievements through a one-on-one coaching relationship based on good will, trust and mutual respect. This course is about helping good people reach their full potential.

Course Objectives:

- Build awareness of effective coaching principles.
- Improve personal effectiveness as a coach through practice and feedback.
- Identify strategies, opportunities and barriers for effective coaching relationships.

OPM Competencies Addressed:

✓ Developing Others
✓ Interpersonal Skills
✓ Problem Solving

FS Precepts Addressed:

✓ Active Listening
✓ Information Gathering and Analysis
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (FS, CS) supervisors, managers and team leaders. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Communicating with Congress: Briefing and Testifying

Course Code PT302

This professional development session helps senior professionals prepare and deliver effective congressional briefings and testimony. Course speakers, including Hill staffers, will discuss congressional committees, and the hearing process, as well as communication dynamics–written and oral–needed to successfully brief and testify before Congress. The course also provides a simulated congressional hearing before a panel of experts who will provide appropriate questions and a follow-up critique. On-camera practice in testifying is a course highlight.

Course Objectives:
- Understand the congressional hearing process and its dynamics.
- Learn effective techniques of testifying before Congress.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy

FS Precepts Addressed:
✓ Oral Communication
✓ Professional Expertise
✓ Relationship Building and Representational Skills

Audience: Department of State direct-hire (FS, CS) employees at the FS-01; GS-15 level or higher. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/12

Creative Problem Solving

Course Code PT212
For information, call 703-302-7194.

Do you ever wonder how innovators get their ideas? This workshop presents a variety of problem-solving techniques that lead to creative solutions. Participants will apply creative problem-solving tools to their own workplace challenges. This workshop can be customized to meet the needs of a particular office or workgroup.

One course complements this course:
- *PT134 Managerial Problem Solving and Decision-Making* – addresses analytical tools for rational problem solving, decision-making and risk analysis, page 171.

These two courses may be taken independently of each other in any sequence.

Course Objectives:
- Distinguish between analytical and creative thinking.
- Describe and use a variety of creative problem solving tools.
- Apply creative problem-solving tools to problems in the workplace.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Innovation

Audience: Department of State direct-hire (FS, CS) or offices seeking creative solutions to operational problems in the workplace. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Crisis Leadership

Course Code PT303

This seminar will help leaders identify and practice skills that will strengthen their performance and the performance of their teams overseas. Participants will learn critical lessons in communication under exceptional and stressful circumstances, become familiar with available resources and manage expectations of the department and their overseas communities.

Course Objectives:
- Build an effective communication strategy before, during and after a crisis.
- Improve personal effectiveness as a crisis leader through practice and feedback.
- Identify strategies and opportunities for, and barriers to, effective crisis leadership.

OPM Competencies Addressed:
✓ Decisiveness
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Security, including Management of Sensitive Classified Material, Information and Infrastructure
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees in grades FS-02 or GS-14 and above who have served, are serving, or will serve at an overseas post. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Crisis Management Exercise, Overseas

Course Code PD533
Classroom/DVC

The Crisis Management Exercise is a four-hour post-specific tabletop exercise with a post's Emergency Action Committee. The EAC is presented with several simulated crises that could actually occur in country, to include but not limited to terrorism, civil unrest, natural disasters, mass casualty events such as air crashes, or a deteriorating security situation. Post is expected to develop the appropriate responses to several scenarios using available resources, State Department doctrine (12 FAH-1) and the post-specific Emergency Action Plan. The performance-oriented segment of the exercise asks posts to check emergency response elements such as availability of emergency medical and food supplies; test emergency communications; or visit alternate command center to inventory emergency supplies and equipment prior to the CME to reinforce key concepts during the CME. This course is offered at overseas posts on a two-and-a-half year cycle. Participants are members of the post's Emergency Action Committee and/or selected senior Foreign Service Nationals. Exercises are scheduled at individual posts approximately every two years. Arrangements are made with post management.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Active Listening
✓ Critical Thinking
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Team Building

Audience: Primary and alternate members of the post's EAC, other key American staff, selected senior LE Staff and outside invitees at post's discretion. To enroll, apply online.

Schedule: Offered in four-hour morning or afternoon sessions.

Crisis Management Marine Expeditionary Exercise, Advanced

Course Code PD535

Exercise participants assume the roles of Country Team members at a simulated U.S. mission and work directly with the Forward Command Element of a Marine Expeditionary Unit to respond to an evolving crisis scenario. Working alongside representatives from other agencies, DoS personnel have an opportunity to learn first-hand about the operations and capabilities of an MEU in areas such as humanitarian assistance, embassy reinforcement, evacuation and direct combat action. Exercises include a fast-paced series of life-like simulations occurring over the course of one to seven days, usually culminating in post closure and a Noncombatant Evacuation Operation for mission personnel and Americans in country. Special emphasis is placed on interagency liaison, coordination, communication, and planning in a crisis environment, as well as on the development of core leadership and management skills.

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Leadership and Management Training
✓ Operational Effectiveness
✓ Oral Communication
✓ Security, including Management of Sensitive and Classified Materials, Information and Infrastructure
✓ Team Building

Audience: Department of State Foreign Service Officers at the FS-02 or experienced FS-03 level and above, to include senior FSOs who are assigned to North America (e.g., U.S., Canada, and Mexico). To enroll, apply online or through HR/CDA (see page 1).

Prerequisite: Crisis Management Exercise overseas, actual crisis management experience at post or experience as member of post country team.

Schedule: The conduct of these exercises depends on the U.S. Marines training schedule. If you are interested in participating, please contact Crisis Management Training at FSI_Crisis_MgmtIdea@state.gov for a current schedule.

Location of Training: Camp LeJeune, North Carolina, Quantico, Virginia or Camp Pendleton, California.

Minimum/Maximum: 2/2 is standard; however, availability is variable, depending on host training center's exercise requirements.

Crisis Management Overview

Course Code PD534
Classroom/DVC

This course provides crisis management fundamentals to personnel overseas. The target audience is Foreign Service personnel, including Foreign Service Nationals, especially those with limited crisis management experience; eligible family members, local government and NGO officials. The material includes crisis management definitions and terminology, familiarization with the Emergency Planning Handbook and the post's Emergency Action Plan, and an understanding of the role and function of the Emergency Action Committee. The class also involves participation in a tabletop crisis management exercise. Students will gain an understanding of how posts and the Department of State respond to a crisis and will also learn the importance of their role in handling emergencies at post.

Audience: Foreign Service employees and LE Staff; and by invitation only: private U.S. business personnel, International School officials, counterparts from other foreign missions and local officials who are critical in assisting Post during a crisis. To enroll, apply online.

Schedule: Offered in four-hour morning or afternoon sessions.

Crucial Conversations

Course Code PT150

Did you ever find it hard to move an issue forward at work? Consider these common examples:

- You've got a great idea but are having a hard time communicating it to your boss.
- You have told a subordinate that his performance is poor but nothing changes.
- You have to work with a colleague who drives you crazy and you don't know what to do about it.

Usually when you find it hard to move an issue forward at work, it is because of a crucial conversation you have been postponing or because of a conversation you had that went badly. This three-day course is based on the bestselling book *Crucial Conversations*. (See http://www.crucialconversations.com.) In this program you will learn how to make others feel safe enough to be really honest with you. You'll also learn how to explain your own point of view so that others will understand what you mean. You'll learn tools and techniques to help you talk about even the most difficult subjects and you will have a chance to apply them to a real challenge that you face at work.

Course Objectives:
- Learn to catch problems early and resolve disagreements candidly and respectfully – even in the face of arguments and misunderstandings.
- Maximize input from people closest to the work (even those who have difficulty sharing information).
- Express the best ideas in a way that builds acceptance rather than resistance – including challenging the way things are currently being done.

OPM Competencies Addressed:
✓ Conflict Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Active Listening

✓ Oral Communication
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/24

Deputy Chiefs of Mission/Principal Officers Seminar

Course Code PT102

To prepare people for what some call "the toughest job in the Service," this training focuses on the specific skills and knowledge DCMs and principal officers need to manage their missions effectively. The first week, held at an offsite location, uses group discussions, lectures, role-plays and simulations to explore and practice building teams, developing staff, managing conflict and providing performance feedback. The second and third weeks focus on the DCM's and principal officer's responsibilities to oversee the Department of State's human resource systems, maintain a secure community, develop post morale, establish good internal controls and manage resources efficiently, deal with the media as a senior official, and manage interagency collaboration at post.

Course Objectives:
- Build teams across divisions and agencies at post.
- Utilize critical leadership skills including agenda setting, conflict management and performance feedback.
- Oversee mission human resource systems, resources, security and internal controls.

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Innovation
✓ Management of Resources
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Audience: Deputy Chief of Mission and Principal Officers by assignment only. To enroll, apply through HR/CDA.

Schedule: Three weeks; 8:30 a.m. to 4:40 p.m.
Week One: Offsite
Weeks Two and Three: Shultz Center

Minimum/Maximum: 15/30

Domestic Emergency Management

Course Code PD538
See Distance Learning, page 139.

Effective Feedback Skills for Managers and Supervisors

Course Code PT256

Participants will discuss and practice specific communication skills related to giving, receiving and eliciting effective feedback in the workplace.

Course Objectives:
- Put into practice guidelines for effective feedback in the workplace.
- Listen actively.
- Give effective positive and constructive feedback.
- Elicit feedback effectively.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Oral Communication
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (FS, CS) employees. To enroll, DoS apply online or if FS, through HR/CDA. Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Emergency Action Committee

Course Code PD543
See Distance Learning, page 107.

Employee Relations Seminar

Course Code PK246

Through discussions and case studies, supervisors gain confidence in their abilities to handle employee conduct and performance problems within official guidelines.

Course Objectives:
- Interpret and apply the rules and regulations governing performance and conduct problems.
- Identify situations where managers should seek advice, assistance and technical expertise.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Decisiveness
✓ Human Capital Management
✓ Interpersonal Skills
✓ Problem Solving
✓ Team Building
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Operational Effectiveness
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Audience: Supervisors and managers of Department of State direct-hire (FS, CS) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/22

Floor Wardens and Monitors

Course Code PD541
See Distance Learning, page 107.

Four Roles of Leadership

Course Code PT221

Many managers want to be better leaders but aren't sure how to lead effectively. Stephen Covey, author of the *7 Habits of Highly Effective People*, offers a framework for thinking about leadership and a toolkit for implementing that framework. In this interactive course, you'll learn Stephen Covey's principles of leadership and apply them to a real challenge that you face at work.

Students work through a leadership challenge that they are experiencing, or expect to experience, in their workplace. Please bring a project with you to the class.

Note: Employees who are between assignments will not be able to do the application activities in this course unless they know about a specific leadership challenge that they will face in their onward assignment. Please contact 703-302-7197 if you have any questions about this requirement.

Course Objectives:
- Create a vision that inspires passionate followers and provides a focus for action.
- Ensure that the parts of the system support the whole and advance the vision.
- Create the right conditions for people to do their best: cultivating the right environment, clarifying the nature of the work and establishing the lines of responsibility.
- Establish trust with others through leading by principles.
- Apply the four roles of leadership to a work-related project or initiative.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Entrepreneurship
✓ Human Capital Management
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building

Audience: Department of State direct-hire (FS, CS, LE Staff) managers and supervisors. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Fundamentals of Supervision

Course Code PT230

This course introduces participants to the complexities of supervision as they begin developing the skills necessary to be an effective manager of people. Emphasis is placed on creating an inclusive, motivating work environment; developing supervisory flexibility; conducting various performance management conversations effectively; providing informal and formal feedback; and addressing conduct and performance issues.

Course Objectives:
- Articulate their responsibilities as a supervisor in the Department of State.
- Abide by Merit System Principles, EEO Law, and Departmental policies regarding fair and equitable treatment of employees.
- Use effective diversity management skills to promote a positive work environment that draws on the talents of all employees.
- Apply sound performance management practices, from setting expectations, to delegating and monitoring, and providing feedback.
- Interpret and apply the rules and regulations governing employee conduct and performance.
- Know when, where, and how to seek guidance on supervisory issues.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Directing and Developing Performance
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees new to supervision, primarily at the GS-12 and FS-04 levels and below. Please note that this course does not satisfy the mandatory leadership training requirements for the GS-13/14/15 or FS-03/02/01 levels; and in general individuals at these levels should take the one week mandatory leadership course associated with their grade levels. Other agencies may be considered for enrollment on a reimbursable, space-available basis. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or if FS, through HR/CDA. Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

High Stress Assignment Outbrief Program

Course Code MQ950

Whether your assignment was in Iraq, Afghanistan, Pakistan or any of the other posts that put your life in danger, we honor your work and look forward to welcoming you home. Ironically, though, as difficult and dangerous as your assignment may have been, coming home is not always as easy as it would seem. There are some predictable complications of re-entry from a high stress/high threat environment that you need to understand. There is also some information that you can share with your loved ones who are anxiously awaiting your return that will help ensure the kind of reunion you want and deserve. Similarly, there is much the Department needs to learn about the conditions and realities of our officers in difficult posts.

The Department wants your re-entry – whether you are returning to CONUS or to another post - to be as easy as possible. Based on feedback received from officers returning from Iraq since the earliest days of the campaign, the Department has mandated that all Iraq returnees - and now returnees from Afghanistan as well - go through an Outbrief program – either in Washington or at his/her new assignment

overseas. These Outbrief programs are also highly recommended, on a voluntary basis, for officers returning from other high stress/high threat posts.

The Director General of the Foreign Service mandated that all employees, Civil and Foreign Service, who spent more than 90 days in Iraq or Afghanistan, attend an Outbrief program. Experienced officers in Medical Services and the Foreign Service Institute's Transition Center normally conduct the Outbriefs. The Office of Medical Services has trained many of its personnel around the world in this Outbrief methodology so that officers returning to non-CONUS assignments may ask for a briefing at their onward assignment.

Course Objectives:
- Ensure officers understand the challenges of repatriating from high stress environments, and are in a position to share that information with their loved ones.
- Collect information on the realities of life at high threat posts for the Department and for officers who are headed to those assignments.
- Learn signs and symptoms of any number of psychological reactions that may occur, including post traumatic stress disorder and outline some indicators and resources if further help in decompressing is desired or warranted.
- Ensure that the Department understands and appreciates the full range of difficulties officers encounter in taking on hazardous assignments.

OPM Competencies Addressed:
✓ Conflict Management
✓ Flexibility
✓ Resilience

FS Precepts Addressed:
✓ Adaptability

Audience: Department of State direct-hire (FS, CS) employees who are returning from an overseas, high-stress assignment. Mandatory for employees returning from Iraq and Afghanistan. Other foreign affairs employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Half-day; 9:00 a.m. to noon, Fridays. Special one-on-one sessions may be scheduled; see *MQ951 High Stress Assignment Outbrief Program–Special Session*, page 167, for more information.

Minimum/Maximum: 12/24

High Stress Assignment Outbrief Program—Special Session

Course Code MQ951

This version of the High Stress Assignment Outbrief Program is offered only to those whose schedules prohibit attendance at a regularly scheduled outbrief program, those who wish to have an individual session, or to those who receive the program from a qualified MED practitioner at an overseas post. This option is only available through arrangement between the employee, the Career Development Officer, and the relevant MED and FSI instructors, and generally consists of a one-on-one Outbrief. Please refer to *MQ950 High Stress Assignment Outbrief Program*, page 166 for course description of the Outbrief program.

OPM Competencies Addressed:
✓ Conflict Management
✓ Flexibility
✓ Resilience

FS Precepts Addressed:
✓ Adaptability

Audience: Department of State direct-hire (FS, CS) employees who are returning from an overseas, high-stress assignment. Mandatory for employees returning from Iraq and Afghanistan. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To arrange a special session, contact FSI/TC at 703-302-7272 or e-mail FSITCOutbrief@state.gov. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: To arrange a special session, contact FSI/TC at 703-302-7272 or e-mail pestalozzing@state.gov

Minimum/Maximum: 1/24

Influence by Design

Course Code PT224

How can you be a better advocate for good ideas? How can you influence others to achieve important work goals? This workshop presents principles and techniques for influencing others effectively and ethically and shows you how to apply them on the job.

Course Objectives:
- Communicate persuasively to enlist the commitment of others.
- Build commitment by involving others in the process of making decisions and solving problems.
- Build and maintain the motivation of others to contribute to collaborative efforts.
- Reinforce desired goals through feedback and rewards.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) mid- to senior-level whose work involves enlisting the collaboration of others. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/25

Interagency Effectiveness: Strategies and Best Practices

Course Code PT307

This workshop presents principles and techniques to increase your persuasiveness with other senior leaders and better manage turf battles, with a view toward organizational goal achievement. Participants will learn how to build and leverage influence through practicing a range of communication skills, tools for situational analysis and techniques for discerning others' negotiation room. Participants are encouraged to bring concrete issues to discuss with others in the class, who are often from other agencies.

Course Objectives:
- Recognize influence behaviors and the impact.
- Understand and influence strategy choices.
- Practice and receive feedback on the use of influence behaviors.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees at the FS-01; GS-15 level or above. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Interagency Policy Seminars

Course Code PT32_

A series of seminars on Interagency Policy that provide an opportunity for senior leaders to apply leadership skills to a specific global challenge are offered by the School of Leadership and Management. Participants will be invited from the bureaus and foreign affairs agencies that have program and/or policy objectives in the subject area.

This series is offered by the School of Leadership and Management Senior Policy Seminars Division and subjects are announced when they are being developed. If interested in attending please contact FSI/LMS/SPS at 703-302-7117 for enrollment and eligibility information.

Courses Include:

PT320	*Interagency Policy Seminars: Democracy Building*
PT321	*Interagency Policy Seminars: Disease Eradication*
PT323	*Interagency Policy Seminars: Fighting Corruption*
PT324	*Interagency Policy Seminars: Rule of Law*
PT325	*Interagency Policy Seminars: Countering Terrorism*
PT326	*Interagency Policy Seminars: Update on Climate Change*
PT327	*Interagency Policy Seminars: Partnerships for Smart Diplomacy*

Course Objectives:
- Identifying problems and agreeing on priorities.
- Creating a shared vision and gaining commitment.
- Strategic thinking and planning.
- Setting policy goals and processes for achieving results.
- Creating synergy within the organization and with outside groups to accomplish the objectives.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Innovation
✓ Persuasion and Negotiation
✓ Team Building

Audience: Department of State (FS, CS) employees at the FS-01; GS-15 level and above. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; By Invitation only.

Minimum/Maximum: 20/30

Leadership Skills, Advanced

Course Code PT210

Advanced Leadership Skills addresses the transition from mid-level to senior-level positions. Employees at this level are accountable for results but must rely on others for execution of those results. "What got you here isn't going to get you there" is the mantra for the course as participants explore the following topics: Visionary Leadership, Leading with Emotional Intelligence, Leading From Where You Are, Managing Conduct and Performance, Solving Complex Problems, Leading Change, and Principled Negotiation. The course includes a 360 Leadership Assessment.

Course Objectives:
- Maintain an inclusive workplace environment.
- Convey a personal leadership philosophy to those you work with.
- Strengthen the emotional intelligence domains of social awareness and relationship management.
- Leverage your strengths and work on your areas of development.
- Use the opportunities inherent in the roles you play in the organization.
- Courageously follow, using an appropriate blend of support and challenge.
- Solve complex problems effectively.
- Effectively manage/provide oversight on conduct and performance issues.
- Strategically manage change initiatives.
- Apply techniques of principled negotiation to managing differences.

OPM Competencies Addressed:
✓ Conflict Management
✓ Developing Others
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Directing and Developing Performance
✓ Persuasion and Negotiation
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees at the FS-01; GS-15 and equivalent levels. Priority will be given to DoS FS and CS employees who require this training under the Mandatory Leadership Training Initiative. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/27

Leadership Skills, Basic

Course Code PK245

This course explores the foundation of effective leadership and management by connecting contemporary leadership theories with participant's practical experiences. The course is designed to deepen employee's awareness of themselves and others, enhance skills for improving professional relationships, and increase understanding of organizational culture. Modules include understanding emotional intelligence, leading individuals and groups, managing performance, providing feedback, and influencing your supervisor. The course includes a 360 Leadership Assessment.

Course Objectives:
- Effectively build and maintain productive working relationships with employees, peers and supervisors.
- Understand the building blocks of intrinsic motivation, recognizing personal preferences and identifying elements of a motivational work environment.
- Understand the role of emotional intelligence in self-awareness and self-management.
- Better understand the implications of the Myers-Briggs Type Indicator in effective leadership.
- Identify strategies for creating workplace inclusiveness.
- Diagnose employee development and apply the appropriate leadership styles.
- Better understand the development process for groups and teams and identify strategies for increasing their effectiveness.
- More effectively communicate when giving direction, providing support and structuring conversations.
- Focus on behavior, impact and intention when having positive and constructive feedback conversations.
- Understand how to use a systematic approach for performance management.
- Effectively analyze difficult workplace leadership situations and propose thoughtful actions to address them.
- Better understand the relationship between organizational culture and effective leadership and management.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees at the FS-03/ tenured FS-04/ GS-15, and equivalent levels. Priority will be given to Department of State Foreign Service and Civil Service employees who require this training under the Mandatory Leadership Training Initiative. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/28

Leadership Skills, Intermediate

Course Code PT207

This course focuses on a range of people leadership skills including developing and motivating others, managing performance, and handling conflict. Through a review of current leadership practices and theories, self-awareness inventories, case studies, role-plays and discussions, you will strengthen your insights and skills. Emphasis is placed on ways to address difficult work situations productively as you take on a greater awareness of the complexity of mid-level positions and deepen your role of leadership.

Course Objectives:
- Recognize personal strengths and areas for development to increase capacity to lead and manage.
- Learn to lead, influence and manage more effectively.
- Examine ways to create an inclusive work environment where differences are valued.
- Develop skills in managing employee performance, giving effective feedback, coaching and managing conflict.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees at the FS-02; GS-14 and equivalent levels. Priority will be given to State Department FS and CS employees who require this training under a Mandatory Leadership Training Initiative. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/28

Leading a Small Post

Course Code PD611

This mandatory course prepares personnel assigned to small posts as Principal Officers and American Presence Post Officers to be responsive and effective in carrying out both managerial and programmatic responsibilities. The training focuses on the specific skills and knowledge POs and APOs need to be effective in this multi-dimensional assignment. Through advanced sessions on leadership challenges, management procedures, policy development, trade and economic and consular issues, public speaking and media training officers will hone their skills for this exciting and challenging assignment.

Course Objectives:
- Manage a small post's human, fiscal and property resources effectively.
- Build interdisciplinary teams and collaborative relationship across organizational and political boundaries.
- Apply diplomacy tools and techniques to increase American outreach.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Resilience
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Foreign Language Skills
✓ Information Gathering and Analysis
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Written Communication

Audience: Department of State Foreign Service Officers serving as Principal Officer and/or American Presence Officers.

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/18

Leading at a High Threat Post

Course Code PT250

Leading effectively in a high threat situation requires self-awareness coupled with specialized knowledge and skills. This one-day course will cover challenges to expect, stress management techniques, tips for managing and leading others, and tools for handling difficult situations. You will explore how to create a healthy work environment for yourself and others from a panel of colleagues who have successfully served in high threat posts. A course book with relevant information and resources will be provided.

Course Objectives:
- Identify the challenges and opportunities of leading others in a high threat situation.
- Develop and maintain a healthy work environment.
- Describe ways to manage challenging people leadership situations.
- Identify and practice stress management techniques.
- Devise a plan for getting started right.
- Identify resources and support.

OPM Competencies Addressed:
✓ Conflict Management
✓ Developing Others
✓ Flexibility
✓ Interpersonal Skills
✓ Integrity/Honesty
✓ Resilience
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Crisis Management Skills
✓ Leadership and Management Training
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees who are going to a high threat post. If space is an issue, priority will be given to those who will be supervising and leading others. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Leading Organizations through Change

Course Code PT308

Senior leaders and managers are often confronted with sudden organizational changes – the departure of personnel above and below them; a new presidential initiative to support; or new policy directions to shape and implement. Many of these changes can be abrupt; bringing organizational structures along often requires a longer period of transition, in which the leader's role is key to implementing a smooth transition. This workshop is specifically designed to help senior leaders adapt their organizations to personnel and policy change, and use such changes to empower the work of their offices. Participants are encouraged to bring an issue that they are confronting to discuss in the class.

Course Objectives:
- Inspire others.
- Gain commitment inside and outside of the organization.
- Overcome internal rejection of anything new.

OPM Competencies Addressed:
✓ Influencing/Negotiation
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees in grades FS-01 or GS-15 and above. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/15

Manage to Motivate

Course Code PT135

Are you looking for better ways to build and motivate yourself and the people you supervise? This workshop introduces key motivational factors that are conducive to high levels of motivation. It also introduces a practical method for dealing with specific motivational problems by identifying causes and involving the person with the problem in the search for solutions. Practical tools are provided for diagnosing problems and developing effective solutions.

Course Objectives:
- Be aware of what motivates people.
- Distinguish between extrinsic and intrinsic rewards.
- Conduct a motivational analysis by assessing four key motivational factors.
- Apply motivational strategies to self and others to create a more positive and energized work environment.
- Diagnose motivational problems and identify possible solutions.
- Involve employees in solving their own motivational problems.

OPM Competencies Addressed:
✓ Human Capital Management
✓ Interpersonal Skills
✓ Resilience

FS Precepts Addressed:
✓ Directing and Developing Performance
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) managers, supervisors and employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Managerial Problem Solving and Decision-Making

Course Code PT134
For information, call 703-302-7194.

Your success as a manager depends on your ability to solve problems effectively and to make sound decisions. This course will teach you proven techniques for step-by-step rational problem solving and decision-making. You will also learn methods for minimizing the risks inherent in decision-making and tips for managing group decision-making. During the seminar, you will have a chance to apply practical tools to your own workplace challenges. Training can be customized to help an office or division with a specific problem or challenge.

One course complements this course:
- *PT212 Creative Problem Solving* – teaches techniques for generating innovative ideas, page 163.

These two courses may be taken independently of each other in any sequence.

Course Objectives:
- Define problem solving, decision-making and risk management.
- Learn a variety of tools for problem solving and decision-making.
- Identify strategies for overcoming common barriers to effective problem solving and decision-making.
- Apply problem solving and decision-making tools to real workplace challenges.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis

Audience: Department of State direct-hire (FS, CS) supervisors and managers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Managing Change

Course Code PT206

This workshop is designed to increase participants' awareness of change and transition processes and how it impacts both personal and organizational life.

Course Objectives:
- Examine theory and strategies to recognize and understand reactions to change.
- Identify steps and actions necessary to manage one's own and others' adjustment to change.
- Explore contemporary managing change tips for leaders

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Flexibility
✓ Resilience
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Innovation
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees facing changes in their workplace. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Managing Conflict Productively

Course Code PT214

Do you dread interpersonal conflict? Do you tend to avoid conflict, even when it's escalating? Would you like to be more effective with issues and people? This seminar helps you do just that! Successful management requires you to have a variety of styles in dealing with interpersonal and work-related conflicts.

Course Objectives:
- Learn conflict management theory and techniques.
- Explore assumptions, emotions and behaviors that may surface in conflict situations.
- Self-assess regarding reactions to conflict and conflict management styles.
- Apply information learned through case studies, role-plays and simulations.
- Develop effective actions/behaviors to use in real life conflict situations.

OPM Competencies Addressed:
✓ Conflict Management
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Leveraging Diversity
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Openness to Dissent
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (FS, CS) managers and supervisors. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Managing Up: Linking Support and Supervision

Course Code PK305

Developing and sustaining a successful relationship with your manager is essential for obtaining the best results in your work. This course is designed to provide skills that will help you meet the evolving challenges employees encounter in developing interpersonal relationships and organizing responsibilities in a diversified, team-oriented workplace.

Course Objectives:
- Recognize perceptions of an ideal working relationship.
- Analyze gaps between the ideal and reality.
- Identify personal strengths, abilities and tendencies.
- Increase confidence and skill in managing up by learning different approaches/strategies in developing an effective relationship.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Political Savvy

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Professional Standards
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees at the FP-07/03; GS-05/09 level. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA.

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Managing Up: Working Effectively with Your Manager

Course Code PT252

Developing and sustaining a successful relationship with your manager is essential to your effectiveness and career growth. This course will help you analyze the dynamics of this critical relationship and look at ways to maximize the relationship.

Course Objectives:
- Identify your perception of an ideal working relationship; analyze the gaps between the ideal and reality.
- Describe the importance of focusing on your Circle of Influence vs. Circle of Concern.
- Recognize the relationship with the manager as a partnership.
- Assess your and your manager's strengths, "blind spots," goals and pressures.
- Discuss Department policy on workplace violence and bullying behaviors.
- Assess your followership style and apply followership styles to workplace situations.
- Develop a plan to strengthen your relationship with your manager.

OPM Competencies Addressed:
✓ Conflict Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy

FS Precepts Addressed:
✓ Active Listening
✓ Persuasion and Negotiation
✓ Professional Standards
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees at the FS-05; GS-09 level or higher. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Managing Your Time Effectively

Course Code PT227

Employees often wish they had more time to get their work done. This workshop emphasizes the skills necessary for employees to practice effective time management skills so they can accomplish more with less effort by working smarter instead of harder.

Course Objectives:
- Identify critical skills required for effective time management.
- Explore solutions to major work-related time management problems.
- Recognize current time use patterns and develop strategies to modify behavior.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Resilience

FS Precepts Addressed:
✓ Adaptability
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS, FSN) employees at the FS-05; GS-09 level or higher. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

National Security Executive Leadership Seminar

Course Code PT330
For information call 703-302-7178.

NSELS is a training and networking opportunity for State Department and interagency officials. The seminar's policy focus is the National Security Strategy of the United States. Participants explore critical challenges to American interests and the leadership skills needed for success in the interagency policy implementation process.

Course Objectives:
- Build interagency understanding.
- Enhance knowledge of national security issues and the policy development process.
- Explore and hone leadership skills and personal effectiveness in strategic thinking, critical decision-making, and influencing the commitment of others to long-term strategic goals.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking

✓ Decision-Making and Judgment
✓ Innovation
✓ Persuasion and Negotiation

ACE CREDIT Recommendation: This course has been recommended for academic credit by the American Council on Education Credit Recommendation Service. If you are interested in applying for ACE CREDIT Recommendation, you will be required to complete additional course work, attaining a passing grade. Please contact Elise Kleinwaks at 703-302-6944 and/or KleinwaksEH@state.gov for specific requirements. (See Accreditation/Certification for information, page 1.)

Recommendation: In the graduate degree category, three semester hours in U.S. Foreign Policy, International Relations, Political Science, U.S. Government, Public Administration, Business or Management.

Audience: Department of State (FS, CS) employees at the FS-01; GS-15 level or above. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: A series of five monthly two-day sessions; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 22/30

Negotiating in the Workplace

Course Code PT253
See Negotiation, page 216.

No FEAR Act Training

Course Code PT401
See Distance Learning, page 107.

Pre-Deployment Preparation for High Stress Assignments

Course Code MQ940

This course has the simple goal of empowering employees and couples to be more psychologically prepared for an extended assignment to a high stress post. Part of the course will focus on practical considerations in preparing for and sustaining an unaccompanied assignment. Both employees and family members who attend will better understand the challenges of maintaining the health and well-being of relationships with spouses, children, siblings, and others who will await the return of the officer. The Department is asking officers to go to posts that are known to be difficult and appreciates the sense of service and courage of those officers willing to serve. No one wants an officer's sustaining personal relationships to be sacrificed along the way. This course will share and examine the successful strategies of Foreign Service couples who managed to find a way to survive an unaccompanied assignment and to strengthen their relationships.

Note: Additional Iraq and Afghanistan-specific training and resource information is available to you on the DoS OpenNet at http://fsi.state.gov/languages/iraqis.

Course Objectives:
- Understand, predict, and plan for the underlying dynamics of decision-making, separation, deployment and repatriation from a high stress assignment.
- Become familiar with the full range of resources available to both employees and family members related to an unaccompanied tour.
- Develop productive communication and dialog patterns that are mutually sustaining for all phases of a high stress assignment.
- Understand the unique stresses on family members as well as employees during an unaccompanied tour and develop a mutual plan to protect the relationships involved.

OPM Competencies Addressed:
✓ Conflict Management
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees and family members who will be separated by an unaccompanied assignment to a high threat post. Other foreign affairs agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Wednesday evening; Three hours.

Minimum/Maximum: 20/100

Productively Managing Stress

Course Code PT251

This course provides current research on the nature of stress and its detrimental effects on your body and health. Participants learn to better manage stress by practicing relaxation techniques and by developing plans to live lives that are more balanced.

Course Objectives:
- Distinguish between a stressor and the stress response.
- Describe the effect stress has on individuals.
- Use techniques such as reframing, relaxation, meditation, self-talk and humor to reduce stress.
- Effectively listen to colleagues in distress.
- Use Department resources to better manage stress.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Professional Development, including Active Learning
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Running Effective Meetings

Course Code PT217

Are you tired of spending time in meetings that fail to get results? This workshop presents a variety of methods you can use to conduct meetings that are focused and results-oriented. Participants will use practical case studies to experience planning, conducting and concluding effective meetings.

Course Objectives:
- Plan a meeting by determining its purpose,

scope, agenda and logistics.
- Define meeting roles and responsibilities.
- Use brainstorming to identify success factors and pitfalls.
- Use a problem solving process to analyze alternatives and bring closure to decisions.
- Conduct a meeting using effective meeting strategies and skills.
- Conclude the meeting and evaluating results.

OPM Competencies Addressed:
✓ Conflict Management
✓ Oral Communication
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Senior Executive Threshold Seminar

Course Code PT133

The *Senior Executive Threshold Seminar* is designed to prepare newly promoted senior Foreign Service officers and senior Civil Service employees in the foreign affairs community for the challenges they will face in leading across agency and national boundaries. The culmination of the mandatory leadership training continuum, SETS focuses on the specific skills necessary to successful performance at the most senior levels of government: vision/values; team leadership; influence/negotiation; collaborative relationships; strategic/critical thinking and emotional intelligence.

Course Objectives:
- Refine executive-level interpersonal leadership skills.
- Increase abilities to build interdisciplinary teams and collaborative relationship across organizational and political boundaries.
- Understand the challenges and expectations of people at the top of their organizations.
- Develop strategies for successful interagency and multilateral approaches to domestic and international problems.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Audience: Department of State direct-hire (FS, CS) at the FE-OC, FE-MC, SES and equivalent grade levels. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:30 p.m.
Week One: Shultz Center
Week Two: Offsite

Minimum/Maximum: 15/28

7 Habits of Highly Effective People

Course Code PT216

This course requires participants to put significant effort into personal assessment and introspection. The focus is on improving employees' effectiveness in their personal and professional lives. Participants will examine their attitudes and behaviors and use this awareness to build habits that support greater personal effectiveness.

Course Objectives:
- Examine the principles and habits underlying personal and interpersonal effectiveness.
- Develop a personal mission statement.
- Practice time management skills.
- Practice the skill of creative cooperation.
- Apply empathic communication skills.
- Create more life balance through renewal activities.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Resilience
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Innovation
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness

Audience: Highly recommended for Department of State direct-hire (FS, CS) employees at the FS-04; GS-09 level or higher. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Starting Right: Seminar for Program Directors

Course Code PT213

Executives in new positions need to create a vision for their offices and establish an agenda for implementing that vision. They need to align their staff around their agendas and establish cooperative working relationships with other offices. This seminar will give new executives the tools they need to get off to a good start in their role as program directors.

Course Objectives:
- Identify your own preferred leadership styles and describe the appropriate use of several other leadership styles.
- Outline a personal plan for transitioning into a new leadership role.
- Work effectively with the resource management and human resource management functions.
- Present a vision of an effective office using powerful and attractive language.
- Describe leader behaviors that contribute to effective teamwork in a work unit.

- Name several techniques for improving interoffice relations.
- Outline a strategy for influencing a key program stakeholder.

OPM Competencies Addressed:
✓ Partnering
✓ Political Savvy
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectiveness
✓ Relationship Building and Representational Skills
✓ Team Building

Recommended Preparation: The course assumes previous supervisory experience and a basic knowledge of performance management.

Audience: Department of State direct-hire (FS, CS), new office directors, deputy directors and section chiefs. Experienced DoS directors, deputies and chiefs whose offices are undergoing a significant change will also find the seminar useful. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Strategic Planning and Performance Measurement

Course Code PD529
See Distance Learning, page 108.

Team Building

Course Code PT129

This workshop applies key concepts like team development, roles and responsibilities, decision making, shared leadership and effective communication to work team situations. Participants will be actively engaged in team building activities throughout the day.

Course Objectives:
- Identify essential characteristics of an effective team.
- Practice information gathering, problem solving and decision making skills in a team.
- Distinguish between task and maintenance behaviors in teamwork.
- Learn skills to increase effectiveness in a work team.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment
✓ Professional Development, Including Active Learning
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/16

Team Leadership

Course Code PT215

The *Team Leadership* workshop will enhance the participant's ability as an experienced or new team-leader to manage and facilitate both on-going and temporary teams. Participants will practice identifying and resolving typical problems encountered in teams. They will develop a team charter and address difficult issues that often surface in team meetings.

Course Objectives:
- Enhance their understanding of the team leader's roles and responsibilities.
- Learn how to use the team charter as an effective process for establishing or revitalizing an ongoing team–clarifying the team's substantive work, member roles and responsibilities, work procedures and guiding principles for working together.
- Increase their ability to address the most common problems encountered in teamwork.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Persuasion and Negotiation
✓ Team Building
✓ Workplace Perceptiveness

Recommended Preparation: *PT129 Team Building*, page 175.

Audience: Department of State direct-hire (FS, CS) team leaders. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days, 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 12/20

Transformational Diplomacy Overview

Course Code PT319
See Distance Learning, page 108.

The Ultimate 360: Comprehensive Feedback Instruments for Senior Executives

Course Code PT306

This program is designed specifically for senior foreign affairs community executives. Participants will independently complete an extensive battery of instruments designed to assess leadership preferences, capabilities, strengths and weaknesses. Experienced faculty will analyze the data and provide confidential individual feedback to the participants, helping them identify leadership skills that might be strengthened through special focus, application of new skills, or continued professional development. Participants then will receive executive coaching to empower their continued professional development and increase their personal effectiveness. All data collected, as well as the feedback given to the participant, will be held as strictly confidential and used only for their professional development.

Course Objectives:
- Increase self-awareness.
- Achieve more and better results in your organization.
- Identify strategies, opportunities and barriers for effective leadership.

OPM Competencies Addressed:
✓ Continual Learning
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Social Perceptiveness
✓ Team Building

Audience: Department of State (FS, CS) employees at the GS-15; FS-01 level. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students complete assessment and then meet with instructor.

Understanding the Interagency: A Primer for National Security Professionals

Course Code PT331

Interagency collaboration is increasingly the norm and U.S. government professionals need the skills to negotiate and thrive in this environment. The earlier they have this exposure and training, the better. This course introduces employees at the working level from different agencies to the knowledge, information, and skills needed to be effective when working in the interagency.

Course Objectives:
- Understand national security framework.
- Learn about various USG agency cultures and how they interact – cultural acuity.
- Promote collaboration across agencies.

OPM Competencies Addressed:
✓ Continual Learning
✓ Influence/Negotiating
✓ Interpersonal Communication
✓ Oral Communication
✓ Partnering

FS Precepts Addressed:
✓ Active Learning
✓ Critical Thinking
✓ Institutional Knowledge
✓ Oral Skills
✓ Professional Expertise
✓ Relationship Building and Representational Skills

Audience: Participation is by invitation only and limited to Department of State direct-hire (FS, CS) employees at the FO-03; GS-12/13 level. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 22/30

Working with Returnees from High Stress Posts

Course Code PT450
Classroom/Distance Learning

Employees who work in high stress posts like Iraq and Afghanistan have had unique experiences. This briefing will be useful to anyone who works with returnees from high-stress posts. The information in the briefing closely parallels what the returnees themselves learn in *MQ950 High Stress Assignment Outbriefing*, page 166.

This course is offered as:
- Brown bag lunches for offices in the Washington, D.C. area.
- Digital videoconferences for overseas posts that have five or more enrolled participants.
- Scheduled webinars for individual employees around the world.

Course Objectives:
- Learn what returnees say about working in a high stress posts.
- Learn what returnees say about readjustment.
- Identify tips for working with returnees.
- Identify resources for working with returnees.

OPM Competencies Addressed:
✓ Interpersonal Skills

FS Precepts Addressed:
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Ninety-minute sessions.

The Management Tradecraft Training Division offers a range of courses for personnel involved in operations management issues in domestic offices and posts abroad. While a few of the courses are of a specialized nature and relevant for a relatively small group of employees, many of the courses are appropriate for a wider audience: Civil and Foreign Service, American and Foreign Service National employees from the Department of State and other agencies. The target audience also includes individuals whose primary function will not be in overseas management but who could benefit from a better understanding of foreign affairs operations management issues.

This section is divided into eight subsections:

- Acquisition, Contracting and Procurement Training, page 177.
- Facility Management Training, page 179.
- Financial Management Training, page 182.
- Foreign Service National Management Tradecraft Training, page 191.
- General Services Operations Training, page 194.
- Human Resources Management Training, page 196.
- Logistics Management Training, page 203.
- Management Tradecraft Training, page 207.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing. (Management personnel should also review the courses available through the Leadership and Management School, as many of those have applicability to their field.)

Acquisition, Contracting and Procurement Training

Contract Administration Workshop

Course Code PA252

This workshop covers issues arising after the contract or purchase order is awarded. It covers the basics of planning for contract administration, contract modifications, options, inspection, acceptance, handling unsatisfactory performance and contract closeout procedures.

Course Objectives:

- Identify the steps associated with preparing for contract administration, such as understanding contract clauses, preparing a contract administration plan and post award orientation.
- Determine when a contract modification is appropriate and identify the type of modification required.
- Describe the principles underlying monitoring, inspection and acceptance.
- Define and identify contract performance problems and explain government policy for resolving identified problems.
- List the steps involved in contract closeout.

Prerequisite: A professional-level competency in English at the 4/4 level. *PA247 Foreign Service National Commercial Items Acquisition*, page 177, or *PA221ACQ Acquisitions* module, page 178.

Audience: Primarily Department of State direct-hire LE Staff although Foreign Service Officers may also attend. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m. The Office of the Procurement Executive announces yearly offerings via cable. Dates and locations vary from year to year. One session will be held at the Shultz Center. It is recommended that students be allowed an additional two days in the Washington D.C. area for consultations. These additional days must be fully funded by post .

Minimum/Maximum: 15/25

Contracting Officer's Representative

Course Code PA178

This course provides training in the responsibilities and duties of a Contracting Officer's Representative. It takes the student through various phases of procurement including: pre-solicitation, solicitation, evaluation, negotiation, contract administration and closeout.

Course Objectives:

- Identify the roles and responsibilities of the COR throughout the procurement process.
- Use federal and Departmental regulations governing procurement.
- Identify and use the Department's guidance for CORs/GTMs.
- Identify and avoid potential conflicts of interest and other ethics issues.

OPM Competencies Addressed:

✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:

✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Audience: Department of State direct-hire current and future CORs/GRMs, COs and DoS direct-hire employees participating in the procurement process. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/25

Foreign Service National Commercial Acquisitions

Course Code PA247

This class is designed for Foreign Service Nationals whose duties include procurement of goods and services up to the simplified acquisition threshold of $150,000 (or $6.5 million for "commercial items"). Instructors introduce students to the regulations and guide them through lectures, readings, student presentations and other practical exercises.

Course Objectives:

- Prepare a variety of procurement documents, including requisitions, purchase orders, blanket purchase agreements and "commercial items" solicitations.
- Identify procurements that can be made using the government-wide commercial purchase card.
- Apply federal procurement policies overseas.

Note: This course can be substituted for 40-hours commercial training required by the Office of the Procurement Executive to request an individual purchase card transaction limit of up to $25,000.

Prerequisite: Students must have a professional-level competency in English at the 4/4 level and be familiar with English vocabulary used in the business environment.

Audience: Primarily Department of State direct-hire Foreign Service Nationals who have procurement responsibilities in their work requirements; however, DoS Foreign Service Officers are eligible to attend. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m. It is recommended that students be allowed to stay in the Washington D.C. area, for consultations, after completion of the course. Post must fully fund these additional days.

Minimum/Maximum: 10/22

GSO – Acquisitions

Course Code PA221ACQ

The course provides basic training required to manage a procurement operation at post and to serve as a contracting officer. Students will learn fundamental principles of federal acquisition, the specific rules and regulations applicable to acquisition in the overseas environment, possible sources for procurement of goods and services, and the resources available to build an effective overseas procurement operation. Successful performance on the acquisitions exam qualifies the student to apply for a contracting officer's name warrant issued by A/OPE at the request of the new post. This course is a module of *PA221 General Services Operations* course, page 194.

Course modules include:
*PA297 Purchase Card Self-Certification Training 4 hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Manage the Contracting and Procurement functions of the General Services Office at overseas posts.
- Supervise personnel in a multicultural environment.
- Apply pertinent regulations to administrative management operations.
- Apply the customer-focused principles of ICASS in managing General Services activities.
- Identify and correct material weaknesses in support services.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: Complete familiarity with PCs including MS Windows, MS Word, MS Excel and the Internet. Students must have professional-level competency in both spoken and written English at the 4/4 level.

Recommended Preparation: *PA313 Effective Operational Management*, page 209.

Audience: Department of State direct-hire employees who are going overseas to a General Services Officer or Facilities Manager assignment. DoS direct-hire LE Staff at the FSN-07 level and above who have broad management and supervisory responsibilities for general services functions at post are welcome to enroll on a space-available basis in the entire GSO course or modules of the course that apply to the student's areas of responsibility. DoS EFMs may contact DGHR/FLO for approval to attend training on a space-available basis. The course manager will contact these individuals one month before the scheduled class if there is space available for them to be enrolled. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS FSN employees contact your post HRO to request nomination to this training. Nomination package must include a statement signed by the American supervisor, which includes: the nominated employee's grade, position title; a summary of the nominee's job responsibilities; and certification that the nominated employee has good computer skills and is fluent in English. FAX completed package to MTT at 703-302-3099 or e-mail FSIMGTTR@state.gov
- DoS EFMs, not employed at post, contact M/DGH/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training, including above-stated nomination package, if required, to the FSI Office of the Registrar, FAX 703-302-7152.
- See page 2 for further information.

Schedule: Four weeks: 9:00 a.m. to 4:00 p.m., Room F4208.

Minimum/Maximum: 10/20

How to be a Contracting Officer Representative

Course Code PA296
See Distance Learning, page 108.

Mission Support Planning (DAU DL Contracting Course)

Course Code EX100
See Distance Learning, page 109.

Overseas Contracting Officer Update Training

Course Code PA340
See Distance Learning, page 110.

Purchase Card Training

Course Code PA297, 299
See Distance Learning, page110.

Simplified Acquisition Procedures

Course Code PA229
See Distance Learning, page 111.

Special Contracts Workshop

Course Code PA255P

This workshop covers the unique aspects of architect engineering, construction and local guard contracts. The course discusses the process for awarding A/E contracts under the Brooks Act, the 6% A/E statutory fee limitation, special aspects of A/E and construction contract administration, bonds, preconstruction conferences.

Course Objectives:
- Understand the unique aspects of awarding architect-engineer contracts, such as the Brooks Act requirements and 6% fee limitation.
- Gain an understanding of liquidated damages, bonds, insurance, pre-construction conferences, progress payments and differing site conditions as used in construction contracts.
- Understand the solicitation process for the local guard program, focusing on aspects of the process which are required by law.

Prerequisite: *PA247 Foreign Service National Commercial Acquisition*, page 177, and *PA252 Contract Administration Workshop*, page 177; or *PA221ACQ Acquisitions module*, page 178, or demonstrated experience in the basics of contract award and administration.

Audience: Department of State direct-hire LE Staff who have contracting responsibilities. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Web.PASS Procurement Training

Course Code PA421, 422, 425
See Distance Learning, page 111-112.

Facility Management Training

Building Automation Systems

Course Code PA522

The HVAC Building Automation Fundamentals course is designed to instruct the student in the principles of HVAC building automation controls. The course will provide an overview of all major components of building automation, networking, field devices, control wiring, electrical troubleshooting, control logic, sequence of operations, control strategies, third-party interfacing, water and air balance principles and overviews of the various automation systems used within facilities today. This course is a module of *PA521 Facility Manager Tradecraft,* page 180.

Course Objectives:
- Define building automation and describe basic building automation architecture.
- Define the six basic HVAC control principles.
- Identify the principles of air and water balance and basic building automation networking.
- Define the different types of Input/output field devices and their functions.
- Apply the basics of electrical controls and controls software troubleshooting and the basics of temperature control.
- Define proportional control, proportional integral control and proportional integral derivative control.
- Explain IAQ control, economizer control, and the basics of building pressurization and smoke evacuation.
- Explain chiller, boiler, cooling towers and pumping control strategies.
- List building automation control sequences.
- Distinguish between the different air handling and VAV Systems.
- Describe control strategies for terminal devices: fan coils, exhaust fans, unit heaters, VAV boxes, smoke exhaust systems, relief fans, DX units and CRAC units.
- Summarize the basics of third-party interfacing.

OPM Competencies Addressed:
- ✓ Flexibility
- ✓ Partnering
- ✓ Problem Solving
- ✓ Technical Credibility
- ✓ Technology Management

FS Precepts Addressed:
- ✓ Adaptability
- ✓ Critical Thinking
- ✓ Customer Service
- ✓ Decision-Making and Judgment
- ✓ Information Gathering and Analysis
- ✓ Job Information
- ✓ Management of Resources
- ✓ Operational Effectiveness
- ✓ Professional Expertise
- ✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State FS Facility Management Specialists, particularly those embarking on a first tour, and DoS direct-hire architects and construction engineers. To enroll, DoS apply through HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m. Training is held at a contractor facility. Please contact the course manager at 703-302-6974 for details.

Minimum/Maximum: 8/10

Electrical Power Generation for Facility Managers

Course Code PA524

This course provides an in-depth study and hands-on activity in maintaining, troubleshooting and repairing Caterpillar generator sets operating as single units, equipped with or without a control panel. To become qualified, the participants will successfully perform key tasks selected from topics presented in the course. This course is a module of *PA521 Facility Manager Tradecraft*, page 180.

Course Objectives:
- Recognize generator actual and apparent power loading.
- Explain the effects of power factor and reactive loading on the engine and generator.
- Test, adjust and troubleshoot Caterpillar generator sets, Electronic Modular Control Panel II+, and voltage regulators.
- Perform proper voltage and frequency adjustments.

OPM Competencies Addressed:
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: *Primary:* Department of State FS Facility Management Specialists, particularly those embarking on a first tour; construction engineers. *Secondary:* DoS direct-hire LE Staff facility managers or supervisors at the FSN-08 level or above.

To Enroll:
- DoS FS employees contact HR/CDA to request enrollment.
- DoS FSNs contact post HRO to request approval. Once approved, submit training request to the FSI Office of the Registrar.
- Other agency employees attend on a reimbursable basis. Submit a funded SF-182 Request for Training to the FSI Office of the Registrar, FAX 703-302-7152.
- See page 2 for additional enrollment processing information.

Please contact the course manager at FSIMGTTR@state.gov for details.

Schedule: Five days; 9:00 a.m. to 4:00 p.m. Training is held at a contractor facility.

Minimum/Maximum: 8/10

Facility Manager Tradecraft

Course Code PA521

This course provides new hire Facility Managers with basic training in overseas facility management operations, Facility Manager duties and the functions of the Overseas Buildings Office. Instructors introduce students to the applicable regulations and procedures and guide them through case studies and other practical exercises, including management of OBO budgets and funding, annual inspection surveys, special maintenance requirements, and managing projects. This course includes overview training for electrical power generation, fire alarm systems, heating, ventilation and air conditioning, building automated systems and specific training for overseas facilities management. Students will be expected to use computers to prepare a variety of documents and to access online versions of various regulations during training.

Course content includes:

PA522	*Building Automation Systems*	*10 days*
PA523	*HVAC Building Automation Fundamentals*	*5 days*
PA524	*Electrical Power Generation for Facility Managers*	*5 days*
PA525	*Overseas Facility Management*	*15 days*
PA526	*ProjNet℠ Facilitating Design and Construction Communication*	*5 hours**
PA438	*Web.PASS Work Order for Windows*	*5 hours**

*Online training offered through the FSI LearnCenter.

The technical sessions may be delivered at contractor facilities and not at FSI. Students should contact the course manager for more information.

Individuals needing only the technical modules or overseas facility management should register for these courses separately. General Services Officers will not be registered for the technical modules.

Course Objectives:
- Describe the function of the six offices of the Overseas Building Office and identify key branches.
- Explain Facility Manager responsibilities.
- Define the role of OBO area management and interpret post's OBO budget.
- Summarize basic Facility Manager duties, including responsibilities toward other agencies overseas.
- Define key OBO FM programs, such as elevators, roofs, hazMat, CAA and PCC Maintenance support, IMAP and sustainability.
- Manage fire alarm, heating, ventilation and air conditioning, building automated, and power generation systems.
- Utilize the ProjNet computer based design and review process.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: New hire facility managers must also take *PA221General Services Operations*, page 194 in conjunction with *PA521 Facility Manager Tradecraft*. Students must have a professional-level competency in English at the 4/4 level.

Audience: *Primary:* Newly hired Department of State (FS) Facility Management Specialists although second or third tour FMs might benefit from this course. *Secondary:* DoS direct-hire construction engineers and FSN facility managers or supervisors at the FSN-08 level or above.

Potential participants should contact the course manager at FSIMGTTR@state.gov for scheduling details as accommodations have been made to link training with PA221General Services Operations.

Other agency employees attend on a reimbursable basis. Submit a funded SF-182 Request for Training to the FSI Office of the Registrar, FAX 703-302-7152. See page 2 for additional enrollment processing information.

Schedule: Seven weeks; 9:00 a.m. to 4:00 p.m. Training is held at a contractor facility. Please contact the course manager at 703-302-6974 for details.

Minimum/Maximum: 8/10

HVAC Building Automation Fundamentals for Building Managers

Course Code PA523

This session is designed to familiarize facility managers with the theory of heat removal and the many types of central heating, ventilation and air conditioning systems utilized in today's buildings. A lab area with many system components is provided to demonstrate practical troubleshooting techniques. The topics covered include: chiller systems, cooling towers, airflow, split systems, package units, introduction to psychrometric, combustion basics, heat pumps, gas and oil heating, heat load calculation, refrigeration cycle and system components. All system types are covered with an emphasis on troubleshooting comfort related facility issues. This course is a module of *PA521 Facility Manager Tradecraft*, page 180.

Course Objectives:
- Describe major HVAC systems and their management.
- Apply the theory of heat removal and other principles to manage HVAC systems.
- Identify troubleshooting options for major HVAC systems.

OPM Competencies Addressed:
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills

Audience: *Primary:* Department of State FS Facility Management Specialists, particularly those embarking on a first tour. *Secondary:* DoS direct-hire LE Staff facility managers or supervisors at the FSN-08 level or above. Please contact the course manager at FSIMGTTR@state.gov for details.

Schedule: Five days; 9:00 a.m. to 4:00 p.m. Training is held at a contractor facility. Please contact the course manager at 703-302-6974 for details.

Minimum/Maximum: 8/10

Introduction to Safety, Health and Environment

Course Code PA485

See Distance Learning, page 113.

OBO HAZMAT Training

Course Code PA488

The HAZMAT training course provides participants with an overview of laws and Department of State policies and procedures affecting a range of environmental and hazardous material issues. Participants will be provided with required training to meet applicable regulatory requirements as certified Asbestos Inspectors and Clean Air and Clean Water Acts.

Students are exposed to environmental and HAZMAT issues faced by the Department at our foreign missions, allowing the students to review case studies and discuss procedures and methods of resolution and or remediation. Students will acquire requisite knowledge of U.S. and local environmental laws allowing them to knowledgably protect workers, building occupants and surrounding communities from accidental exposure due to environmental concerns and hazards.

Included in the course is the U.S. Environmental Protection Agency-certified training for conducting asbestos inspections, provided by an EPA-approved training provider in accordance with the Asbestos Hazard Emergency Response Act. Additional training will be provided in the subjects of Underground Storage Tanks, Indoor Air Quality, and Environmental Site Assessments. At the conclusion of the class, students will be certified as AHERA Asbestos Inspectors.

Course Objectives:
- Review and discuss applicable environmental, legal issues, policies, and standards as related to management of Department property.
- Conduct asbestos inspections and sampling activities in accordance with EPA regulations.
- Analyze and interpret laboratory results for a variety of environmental issues/hazards.
- Provide background information and resources for personnel on hazardous material topics affecting Department property.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Decisiveness
✓ Problem Solving
✓ Service Motivation
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Crisis Management Skills
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Countries
✓ Professional Expertise
✓ Security and Safety
✓ Technical Skills

Prerequisite: A professional-level competency in English at the 3/3 level is required. Completion of three-day EPA Initial Asbestos Inspector Class offered by OBO.

Audience: Department of State direct-hire (FS, CS, FSN) Facilities Managers and Maintenance Supervisors who serve as supervisors or team leaders within the offices of the Department of State. Other agency employees who meet the above stated requirements may enroll on a reimbursable basis.

To Enroll:
- Department of State employees (CS, FS, FSN) click "Apply Now" to request enrollment.
- Other agency employees submit a funded SF-182 Request for training to the FSI Office of the Registrar, fax 703-302-7152.

Mininum/Maximum: 15/30

Overseas Facilities Management

Course Code PA525

This course provides basic training in overseas facility management operations and the functions of the Overseas Buildings Office. Instructors introduce students to the applicable regulations and procedures and guide them through case studies and other practical exercises, including management of OBO budgets and funding, annual inspection surveys, special maintenance requirements, and managing projects. This course includes overview training for Fire Alarm Systems and Physical Security. The technical sessions may be delivered at facilities other than FSI. Students will be expected to use computers to prepare a variety of documents and to access on-line versions of various regulations during training. This course is a module of *PA521 Facility Manager Tradecraft*, page 180.

Course Objectives:
- Describe the function of the six offices of the Overseas Building Office and identify key branches.
- Define the role of OBO area management and interpret post's OBO budget.
- Summarize basic Facility Manager responsibilities toward other agencies.
- Define key OBO FM programs, such as elevators, roofs, HazMat, CAA and PCC maintenance support, IMAP and sustainability.
- Manage fire alarm systems.
- Utilize the ProjNet computer based design and review process.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: *Primary:* Department of State FS Facility Management Specialists, particularly those embarking on a first tour, and construction engineers. *Secondary:* DoS direct-hire GSOs with facility management back-up responsibilities, and LE Staff facility managers or supervisors at the FSN-08 level or above. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/10

Personal Protective Equipment

Course Code PA486
See Distance Learning, page 112.

ProjNet℠ Facilitating Design and Construction Communication

Course Code PA526
See Distance Learning, page 112.

Safety, Health and Environment, Introduction to

Course Code PA485
See Distance Learning, page 113.

Web.PASS Work Order for Windows

Course Code PA438
See Distance Learning, page 113.

Financial Management Training

Accounting

Course Code PA220

This course is designed to introduce the student to the Department of State overseas financial accounting system including how to enter data into the official accounting records, how to update and maintain accounting records for budgeting and expenditure purposes, and how to read accounting reports generated by the system. Additionally, students learn how create and read fiscal data as well as how it is used for procurement and other expenditure activities. Students complete exercises, case studies and an exam that provide hands-on experience with the Department's accounting feeder system and reporting software, practice in coding common overseas expenses, and managing funds control activities and accounts management. An overview of serviced agencies accounting functions is also addressed. This course is a module in *PA211 Financial Management Overseas*, page 185.

Course Objectives:
- Understand a variety of accounting functions including exercising budget authority, funds control and limitations, obligating and de-obligating funds, determining accounting classifications, and reviewing and updating accounting records.
- Read and interpret accounting reports produced by Department financial systems.
- Demonstrate the ability to create, read and interpret fiscal accounting codes (fiscal data) for the Department to be a Funds Control Officer.
- Understand the importance of establishing management and internal control systems to ensure against waste, fraud and mismanagement in the obligation and expenditure of appropriated funds.
- Acquire the ability to effectively use the current reporting software.
- Demonstrate the capability to research financial topics.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: A professional-level competency in English at the 4/4 level and basic computer skills.

Exam Requirement: To complete this course successfully, students must pass the accounting exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, senior LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Accounting I

Course Code GFS11

This course places the accounting role within the overall context of the U.S. government's business model. Topics covered in the course include financial management, legal requirements, budget authority, funds control and limitations, obligations, principal State Department accounting classifications, COAST (including reporting capabilities such as 60 and 62 reports and their analysis), authority transfers, 477s, the RFMS accounting/disbursing systems, and Servicing Center interaction with posts. The course provides a series of interactive presentations and student activities. Students will be required to take and pass a final exam.

Course Objectives:

- With reference to appropriation law and other regulations, determine whether a particular item of expenditure is allowed and, if so, which appropriation should be charged.
- Having established the legality of an obligation, use the main constituent elements of a strip of fiscal data to construct the appropriate fiscal data to charge.
- Explain the individual elements of the RFMS funding formula and apply this to the analysis and interpretation of the available accounting reports.
- List the recurring obligations with an indefinite commitment amount and monitor liquidations for comparison against the financial plans and report amounts above or below established tolerance levels.
- Review unliquidated obligations to determine their ongoing validity and make appropriate adjustments.
- Summarize the interaction between the various automated processing systems employed in the Financial Management Office.
- Interpret error messages listed in the Unprocessed Transactions Report and apply a consistent, systematic logic to resolve rejected transactions.

OPM Competencies:

✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility
✓ Technical Management

FS Precepts Addressed:

✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: *GFS10 Reading and Understanding Fiscal Data*, page 115. Participants in this course should have less than two years experience in financial planning/budgeting, funds control and/or allotment accounting.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 70% or better.

Audience: ICASS employees with no pay plan/grade restrictions; this includes State and other ICASS agency employees. Contractors may attend on reimbursable basis. To enroll, visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Schedule: Please contact Charleston Global Finance Center or visit their Web site at http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm for information.

Minimum/Maximum: 5/100

Accounting II

Course Code GFS12

This advanced course uses a case study approach and significant learner interactivity to explore complex accounting issues. Participants refer to regulations and legal authorities that guide accountants' recommendations regarding the obligations management process. Course content is organized around the requirements of vendor and employee obligations management. Participants will share best practices associated with timely review of status of funds, with focus on unliquidated obligations.

Course Objectives:

- Describe the USG business model and restate who does what and in what order as related to the funds control management function.
- Locate appropriate regulations and legal authorities relevant to funds control management activities.
- Critically interpret the provisions of the various regulations and legal authorities as they relate to funds control management.
- Employ recommended communication techniques while providing service to FMC customers.
- Using navigation and interpretation skills, formulate a recommendation for the responsible officer to approve or reject a funding request related to vendor obligations or employee obligations.
- Illustrate the obligation management process in terms of systems.

OPM Competencies:

✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility
✓ Technical Management

FS Precepts Addressed:

✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Nominees must have completed *GFS11 Accounting I*, page 183 or have at least three years experience as Accountant at post in lieu of Accounting I. Additionally, RM/GFS requires at least one year of on-the-job experience after completion of the *Accounting I* course before enrollment in the *Accounting II* course.

Audience: ICASS employees with no pay plan/grade restrictions; this includes State and other ICASS agency employees. Contractors may attend on reimbursable basis. To enroll, visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Schedule: Please contact Charleston Global Finance Center or visit their Web site at http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm for information.

Minimum/Maximum: 5/100

Budget Techniques

Course Code GFS31

RM/GFS designed this course to provide a review of the State Department budget process. Topics include: overview of the federal budget process; post budget construction process; specific issues within some of State Department's budgets (State Program, ICASS, Diplomatic Security, Public Diplomacy, Representation, OBO); budgeting tools; executing budgets; tracking and budget analysis; enhancing budgeting based on prior year data; and best practices. Participants will discuss experiences derived at post relative to course material. The class uses practical exercises and extensive discussion to reinforce learning.

Course Objectives:
- Review the budgeting environment/process both in Washington and at post, explaining in your own words how the budgeting process and the USG business model align.
- Explain the purposes and process of creating, tracking and managing a budget.
- Prepare and analyze various components of State Department budgets, including DP-Program, representation, leases, and ICASS.
- Through exercises and discussion, recognize and use linkages between different components of budget worksheets.
- Share tools and methods to facilitate excellence in budget execution.
- Share best practices associated with budgeting challenges experienced on the job.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 70% or better.

Prerequisite: *GFS11 Accounting I* course or at least two years of accounting experience at post.

Audience: ICASS employees with no pay plan restrictions – this includes State and other ICASS agency employees. RM/GFS designed this course for budget/financial analysts, financial specialists and other persons who have responsibility for financial plans and budgets, funds control and accounting. The course primarily draws from State Department budget examples.

To Enroll: Visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Budgeting for Supervisors

Course Code PA218

Through lecture and embassy simulation exercises, participants gain entry-level operational knowledge of Department of State budgeting formulation and execution responsibilities at posts abroad. Special emphasis is placed on the formulation of a State Program budget requests. Participants will also receive in-depth briefings from OBO, DS and representatives from various regional bureaus. The course will prepare the students to be operationally effective in their foreign assignments as supervisors of the budgeting process. This course is a module in *PA211 Financial Management Overseas*, page 185 and *PA210 Basics of Financial Management Overseas*, page 186. Separate enrollment is permitted on a space-available basis.

Course Objectives:
- Understand FMO responsibilities for budget formulation and execution at Posts abroad.
- Link regional bureau budgeting policies and practices with initiatives and financial planning at post.
- Grasp the current ICASS target setting process and how it effects budgeting at Post.
- Produce clear and concise budget justifications and decision papers.
- Prepare oral briefings for embassy front offices and regional bureaus.
- Learn functions bureau budgeting policies and consult with points of contact.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Financial Management
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Performance Management
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Audience: *Primary:* Department of State Foreign Service Financial Management Specialists. *Secondary:* DoS direct-hire (FS Management Generalist and senior LE Staff) employees who have financial planning and budgeting responsibilities at post will be enrolled on a space-available basis. *Tertiary:* Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

eAllowance: Per Diem

Course Code PA461
See Distance Learning, page 114.

eAllowance: Retail Price Schedule

Course Code PA462
See Distance Learning, page 114.

Federal Assistance Financial Management, Overview of

Course Code PA367
See Distance Learning, page 114.

Financial Management, Advanced

Course Code PA219

This course is designed to prepare Foreign Service Financial Management Specialists, FS-01s and FS-02s who are eligible for promotion, for the complexities and challenges of FS-01 and Senior Foreign Service responsibilities, especially in large embassies, regional financial centers and in the Department. These positions require wider and deeper knowledge, skills and abilities than those that are developed in the entry-level tradecraft *PA211 Financial Management*

Overseas, page 185. Students in this course already have most of the necessary technical financial skills. Training focuses on the management of people and financial processes at a more global or regional level to prepare them for senior management positions. This course will provide essential information that will give aspiring mid-level FMOs the tools they need to succeed at the senior levels.

Course Objectives:
- Identify and understand the Department's responsibilities under USG programs and legislative mandates such as JFMIP, GPRA, GMRA, FFMIA, DCIA, ADA and others.
- Link resource management policy in Washington with initiatives in the field.
- Explain the roles and responsibilities of RM/SPP, RM/SP, F and the Regional Bureaus in the planning, budgeting and execution of funds management between Washington and posts abroad.
- Describe the ICASS target-setting process at the Washington level.
- Understand the composition and function of the Washington ICASS Working Group and the ICASS Executive Board.
- Understand the principles and methods of cost analysis for purposes of facilitating senior management decisions to reduce costs through outsourcing and regionalizing post operations.
- Design and implement management policy and business processes for large constituent posts, or for multiple posts in a serviced region.
- Understand mentoring and performance management of FSO, FSN and LE Staff.
- Produce clear and concise budget justifications, decision papers, benefit/cost analyses and oral briefings to Department senior management and embassy front offices.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Human Capital Management
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Prerequisite: Basic computer skills, including word processing and spreadsheet skills, and use of the OpenNet/Internet.

Audience: *Primary:* Department of State FS Financial Management Specialists at the FS-01/02 level, who are eligible for promotion. *Secondary:* Enrolled on a space-available basis, DoS FS-02 Financial Management Specialists who are not yet eligible for promotion; FS-03 Financial Management Specialists who have completed at least two years tenured; mid-level FS Generalists who have taken *PA211 Financial Management Overseas* course, completed one or more tours as FMOs, and are about to embark on a subsequent, more senior FMO tour. To enroll, apply online or through HR/CDA (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m., Room 4207.

Minimum/Maximum: 10/24

Financial Management Overseas

Course Code PA211

Financial Management Overseas provides entry-level tradecraft instruction in the fundamentals of budget and financial management in Foreign Service posts abroad. Through process-oriented training, students gain a knowledge base and skills in financial management in order to be operationally effective as the "Chief Financial Officer" at post. Modes of instruction include lecture, discussion, individual and group exercises, self-study and embassy case study activities. The course will prepare participants to assume a broad range of financial management responsibilities, such as certification of payment vouchers. Additional essential information on training requirements for those employees seeking designations as principal or alternate certifying officers is in the subchapters of 4 FAH-3 H-65.

Course modules include:

PA214	*Working with ICASS*	*4 days*
PA215	*Principles of Appropriation Law*	*4 days*
PA216	*Vouchering and Certification*	*5 days*
PA217	*Supervising a Cashier*	*5 days*
PA218	*Budgeting for Supervisors*	*5 days*
PA220	*Accounting*	*5 days*

Course Objectives:
- Apply the principles of federal appropriation law at Foreign Service posts abroad.
- Apply Department of State and other agency basic budgetary authorities in posts abroad.
- Understand Department of State accounting systems in posts abroad.
- Apply Department of State and other USG statutory authorities to funds control and certification.
- Understand and apply internal controls.
- Understand budget formulation and execution in posts abroad.
- Manage cashier operations in posts abroad.
- Interpret and apply travel regulations and overseas allowances in posts abroad.
- Work with ICASS in posts abroad.
- Apply concepts of simplified acquisitions and contracts in posts abroad.
- Manage official residence expenses and representation funds in posts abroad.
- Ensure management controls are integrated throughout the financial management function in posts abroad.
- Perform basic operations in financial software.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Technical Skills

Prerequisite: *PA313 Effective Operational Management*, page 209. Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Please note that *PA313 Effective Operational Management*, page 209, is a prerequisite to this course. PA313 provides students with basic knowledge about work in a management section overseas which is important for students to have before they begin the FMO course; however, students who completed *PA211 Financial Management Overseas*, page 185, *PA221General Services Operations*, page 194, *PA230 Human Resource Management Overseas*, page 199, between January 2008 and October 2010 do not need to take PA313, as they have received this content as part of those courses.

Audience: Department of State new-hire Financial Management Specialists assigned to overseas positions that include the financial management portfolio and DoS direct-hire senior LE Staff who are newly assigned to positions that carry a broad range of financial management responsibilities. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- FSNs contact Post HRO who will contact the course manager at FSIMTTR@state.gov for approval. Once approved, DoS FSNs submit training request.
- Other agency employees (FS and approved FSNs) submit funded SF-182 to the FSI Office of the Registrar at 703-302-7152.
- See page 2 for additional enrollment information.

Schedule: Eight weeks; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Financial Management Overseas, Basics of

Course Code PA210

Through process-oriented training, students gain entry-level financial management skills as practiced in an overseas environment at Foreign Service posts abroad. Guest speakers from RM, OBO and DS Bureaus, among others, will present on various topics. American direct-hire employees may attend, but should bear in mind that course topics are presented at an accelerated pace and geared to the needs and knowledge of experienced Foreign Service National staff. The course prepares participants to assume a broad range of financial management responsibilities, such as certification of payment vouchers. Certification will include five days of intense review of the accounting system and the vouchering process. Additional essential information on training requirements for those employees seeking designations as principal or alternate certifying officers is located in the subchapters of 4 FAH-3 H-65. Students enroll and attend the full *PA210* course in order to receive course credit.

Course content includes:

PA214	*Working with ICASS*	*4 days*
PA215	*Principles of Appropriation Law*	*4 days*
PA218	*Budgeting for Supervisors*	*5 days*

Course Objectives:
- Learn and apply the principles of federal appropriation law.
- Apply Department of State and other USG agency basic budgetary authorities and basic statutory authorities to certification.
- Understand the strategic planning process.
- Plan and submit budgets in a budget formulation process.
- Learn Department of State accounting policies and procedures in posts abroad.
- Review the rudiments of fiscal strip coding.
- Apply the basics of funds control.
- Interpret and apply travel regulations.
- Understand the principles of management controls and ethics.
- Understand the basic principles and goals of ICASS.
- Learn how to enter and change budget information and perform "what if" budget scenarios.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Exam Requirement: Students must pass two exams with an average score of 80% to be considered for designation as a certifying officer.

Audience: Department of State direct-hire (FS, senior LE Staff) employees. Other DoS direct-hire overseas financial management staff and DoS eligible family members may attend with the prior approval of the FMO course manager. DoS EFMs contact DGHR/FLO for approval to attend training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. For additional information, contact the course manager at FSIMGTTR@state.gov. To enroll, DoS FS through HR/CDA; DoS LE Staff, contact post HRO; DoS EFMs not employed at post, contact DGHR/FLO; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four weeks; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Global Financial Management System - New User Basic

Course Code PA350

Through explanation of functionality and concepts, system simulations and practice exercises, participants gain entry-level operational knowledge of the domestic Department of State financial software GFMS. The course will prepare the students to be operationally effective in their assignments as domestic financial management personnel.

Course Objectives:
- Navigate through GFMS.
- Identify the roles within GFMS and the tasks associated with those roles.
- Identify GFMS workflows and relate the workflows to specific office roles.
- Work on and approve requests associated with specific roles.
- Check status of requests.
- Perform searches within GFMS relating to financial management.
- Change user preferences/profiles.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Technical Credibility
✓ Technical Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources

✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and use of the OpenNet/Internet are required.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees who handle financial information input into the GFMS software. This is a "State specific" course open to third-party contractors who have a job-related need working with GFMS software as defined above. To enroll, DoS/Non-DoS students apply online or through HR/CDA (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Global Financial Management System - New User Charleston Extended

Course Code PA351

Through explanation of functionality and concepts, system simulations and practice exercises, participants gain entry-level operational knowledge of the domestic Department of State financial software GFMS. The course will prepare the students to be operationally effective in their assignments as domestic financial management personnel.

Course Objectives:
- Navigate through GFMS.
- Identify the roles within GFMS and the tasks associated with those roles.
- Identify GFMS workflows and relate the workflows to specific office roles.
- Work on and approve requests associated with specific roles.
- Check status of requests.
- Perform searches within GFMS relating to financial management.
- Change user preferences/profiles.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Technical Credibility
✓ Technical Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees who handle financial information input into the GFMS software at the Charleston Global Financial Service Center. This is a "State specific" course open to third-party contractors who have a job-related need working with GFMS software as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Eight days; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

How to be a Certifying Officer

Course Code PA291
See Distance Learning, page 114.

ICASS Basics

Course Code PA345

Through lectures, group discussions and exercises, participants learn about International Cooperative Administrative Support Services. ICASS is a cost distribution system embassies use to manage and charge for administrative support services shared among U.S. government agencies at missions abroad. This course is targeted to direct-hire U.S. government employees who will be consumers of ICASS services. *ICASS Basics* will prepare students to be active participants in the ICASS process, both at agency headquarters and at missions abroad.

Course Objectives:
- Identify the basic principles and goals of ICASS.
- Learn the roles and responsibilities of ICASS participants domestically and abroad.
- Apply the information learned to case studies.
- With the aid of reference materials, name the cost centers in a Standard and Lite post.
- Explain how an ICASS budget is developed and costs are distributed to agencies.
- Analyze and interpret the main ICASS financial reports.
- Explain the National Security Decision Directive 38 (NSDD-38) requirements in an ICASS context and explain the costs included in the full-year and partial-year invoices.
- Name the criteria for invoicing an agency for temporary duty personnel.

OPM Competencies Addressed:
✓ Accountability
✓ Financial Management
✓ Partnering
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Team Building

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who will be consumers of ICASS services and will be responsible for reviewing and approving invoices. These employees generally serve on the ICASS Council or Budget Committee at post, or the ICASS Working Group in Washington, and will be responsible for reviewing and approving agency invoices. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/24

ICASS Executive Seminar

Course Code PA245

During this overview, through lectures and group discussions, participants learn about International Cooperative Administrative Support Services. ICASS is a cost distribution system embassies use to manage and charge for administrative support services shared among U.S. government agencies at Foreign Service posts abroad. (See also *PA345 ICASS Basics*, page 187 and *PA214 Working with ICASS*, page 188.)

Course Objectives:
- Understand the basic principles and goals of ICASS.
- Learn the roles and responsibilities of the ICASS participants domestically and at posts abroad.
- Understand how an ICASS invoice is developed.
- Learn how to read and analyze agency invoices and ICASS financial reports.

OPM Competencies Addressed:
✓ Financial Management
✓ Public Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Management of Resources
✓ Professional Standards

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned to management positions that require a general understanding of ICASS goals and objectives. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/24

ICASS, Working with

Course Code PA214

Through lectures, discussions, computer exercises, self-study and simulations, participants learn the principles and mechanics of the International Cooperative Administrative Support Services, a cost distribution system, used to manage and charge for administrative support services shared among U.S. government agencies at Foreign Service posts abroad. This course is a module of *PA211 Financial Management Overseas*, page 195 and *PA210 Basics of Financial Management Overseas*, page 186. Separate enrollment is permitted on a space-available basis. See also *PA345 ICASS Basics* and *PA245 ICASS Executive Seminar*, pages 196 and 197.

Course Objectives:
- Understand the basic principles and goals of ICASS.
- Learn the roles and responsibilities of ICASS participants domestically and at posts abroad.
- Understand how an ICASS invoice is developed.
- Learn how to read and analyze agency invoices and ICASS financial reports.
- Apply the principles of planning and customer-focused management in the context of administrative work overseas.
- Learn how to enter and change budget information and perform "what-if" budget scenarios on the ICASS Web.PASS software.
- Learn how to read and interpret key ICASS financial reports.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Team Building
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Audience: Department of State FS employees assigned to Management or Financial Management Officer duties at posts abroad and DoS direct-hire senior LE Staff with the prior approval of the course manager who work directly with ICASS. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Post Allowance: Retail Price Collecting

Course Code PA463

See Distance Learning, page 115.

Principles of Appropriation Law

Course Code PA215

Through lectures, discussions, exercises and case studies, participants learn the fundamentals of appropriation law and its impact on federal agencies' funding and spending authorities. The course provides the legal framework for agencies' use of appropriations approved by Congress with regard to purpose, time and amount. The course is developed around decisions made and issued by the Comptroller General. It is also offered as a stand-alone module at FSI, GFS Charleston and overseas. This course is a module of *PA211 Financial Management Overseas*, page 185 and *PA210 Basics of Financial Management Overseas*, page 186.

Course Objectives:
- Describe the sequence of events involved in the Congressional appropriation and authorization process.
- Apply legal requirements for appropriations with regard to purpose, time and amount.
- Describe how the decisions of the GAO's Comptroller General affect the fiscal operations of the government.
- Research and interpret Comptroller General decisions.
- Describe the process for assessing liability and obtaining relief for accountable officers in the Department of State.
- Describe the applicability of appropriations law and payments made in U.S. Embassies.

OPM Competencies Addressed:
✓ Financial Management
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Audience: Department of State direct-hire (FS, senior LE Staff) employees who will be designated as principal certifying officer or alternate certifying officer, personnel assigned to domestic and overseas Financial Management or Management Officer positions. For-

eign Service Nationals require prior approval of course manager. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Purchase Card Designated Billing Official Training

Course Code PA300
See Distance Learning, page 115.

Reading and Understanding Fiscal Data

Course Code GFS10
See Distance Learning, page 115.

Servicing Serviced Agencies

Course Code GFS13

This course explores the following topics: 1) Appropriation Law, General Agency regulations including basic obligation procedures, budgets, ICASS principles and the definition of a serviced agency; 2) A review of each individual serviced agency with detailed information regarding agency purpose, budget authorities and accounting data and 3) Non-serviced agencies' fiscal data with particular reference to military agencies. Participants will learn about all serviced agencies. Participants review each agency's main Web Page online as part of the learning process. The course provides review exercises that participants discuss in class after completion of each agency section and a cumulative review in form of a highly interactive team activity.

Course Objectives:
- Distinguish between a serviced and non-serviced agency and explain the consequences of being serviced in terms of accounting system validation edits.
- Construct a basic strip of fiscal data for each of the 22 serviced agencies.
- With reference to the course materials and available on-line resources, describe the principal operational functions of each of the serviced agencies and the extent of their overseas activities.
- Summarize the main budget submission requirements for those serviced agencies for which State FMO personnel routinely provide this service.
- Clearly explain the limits placed on the services which can be provided to a non-serviced agency by FMO staff.

OPM Competencies:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Participants must have six months of experience in the Financial Management Office.

Audience: ICASS employees with no pay plan grade restrictions – this includes State and other ICASS agency employees. To enroll, visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Schedule: Please contact Charleston Global Finance Center or visit their Web site at http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm for information.

Minimum/Maximum: 5/100

Supervising a Cashier

Course Code PA217

This entry-level course provides instruction on how to supervise an overseas Class B cashier operation. Instruction includes presentations on physical security, cashier selection/designation, sub-cashier designation and oversight, Windows Automated Cashier System operation, banking arrangements control of consular collections and fiscal irregularities. Students are given hands-on experience in entering transactions in the software and performing the supervisor's unannounced verification of funds. The logic of how transactions flow through the system, as well as supervisory adjustments to cash and the accountable balances, are covered. Instructional modalities include lecture, discussions and individual exercises. This course is a module of *PA211 Financial Management Overseas*, page 185. Separate enrollment is permitted on a space-available basis.

Course Objectives:
- Learn Department of State policies and procedures as it relates to cashiering in posts abroad.
- Create the proper physical and operational environment to protect cashier funds from loss or abuse.
- Control consular collections and perform verification of funds collected.
- Perform financial management functions in WinACS.
- Conduct unannounced cash verification and cashier reconciliation.
- Learn requirements and procedures to designate a Class B Cashier, Alternate Cashier or Sub-Cashier.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are assigned to Management or Financial Management Officer duties at post and other direct-hire DoS employees who will supervise a Class B cashier. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Voucher Examination, Advanced

Course Code GFS22

This advanced course uses a case study approach and significant learner interactivity to explore complex voucher issues and the associated regulations that guide voucher examiners' recommendations regarding the processing of vouchers and claims.

Course Objectives:
- Locate regulations relevant to specific types of vouchers and critically interpret the provisions of the various regulations as they relate to voucher processing.
- Using navigation and interpretation skills, formulate a recommendation for the Certifying Officer to accept or reject a voucher request related to vendor claims or employee claims.
- Employ recommended communication techniques while providing service to the FMC customers.
- Illustrate the voucher payment flow in terms of systems.
- Referring to the voucher payment flow, recognize various error types and determine appropriate actions to resolve them.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam after the first week of training with a score of 70% or better.

Prerequisite: *GFS21 Basic Voucher Examination,* page 190 or five years experience for other senior level employees in the FMO office who have not had the Basic Voucher Examination course. Additionally, RM/GFS requires at least one year of on-the-job experience after completion of the *Basic Voucher Examination* course before enrollment in the Advanced Voucher Examination course.

Audience: ICASS employees with no pay plan grade restrictions – this includes Department of State and other ICASS agency employees. RM/GFS designed this course for senior voucher examiners and other senior level employees in the Financial Management Office who work on complex voucher examination issues.

To Enroll: Visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Voucher Examination, Basic

Course Code GFS21

This course investigates the basic concepts of how and why a voucher examiner fulfills the following duties: Preparing, auditing (for completeness, accuracy, adequacy of documentation, and legality), and pre-certifying vouchers, and submitting them for payment; ensuring controls exist to preclude duplicate payments; working with the disbursing center and vendors to achieve timely payments; tracking and resolving lost or missing payments; maintaining control over certified documents/vouchers for the required period; retiring records in accordance with records management requirements; providing assistance in preparing travel vouchers consistent with rules governing e-travel; and providing standard voucher audit detail reports (VADRs) (or electronic access to same).

The course provides the voucher examiner a framework for evaluating and auditing claims, profoundly exploring the concepts of the basic and necessary documentation required for a voucher to meet legal, proper, and correct standards.

Course Objectives:
- Demonstrate the skills needed to perform most regularly recurring duties of the voucher examiner with integrity, accuracy and efficiency.
- Recognize and use with accuracy the forms and procedures used by the Department of State to process payments both for itself and all customer agencies.
- Describe the USG business model and the role that the voucher examiner plays in achieving the embassy's strategic goals through that business model.
- Describe the principal funding sources and mechanisms through which the Department of State operates.
- Refer to and apply regulations as a voucher examiner in the Department of State.
- Refer regularly to the online versions of the authorities relevant to the Financial Management Office , (e.g., FAM, FAH, DSSR, FTR) and to utilize online reference tools such as Knowledge Base, ALDACS, and COAST Reporting for vital information and updates.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 70% or better.

Prerequisite: Three months' experience in the Financial Management Office.

Audience: ICASS employees with no pay plan grade restrictions – this includes Department of State and other ICASS agency employees. RM/GFS designed this course for new Voucher Examiners and experienced Voucher Examiners who have not yet successfully completed *PA480 Voucher Examination,* page 116. Other employees assigned to the Financial Management Office may also attend to obtain a broader understanding of the voucher examination process.

To Enroll: Visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Voucher Examiner Course

Course Code PA480

See Distance Learning, page 116.

Vouchering and Certification

Course Code PA216

Through process-oriented training, participants gain entry-level operational knowledge of Department of State financial systems, funds control, accounting reports, fiscal coding, certification regulations, voucher processing and certifying officer responsibilities in Foreign Service posts abroad. Students will

learn how to review and certify, in accordance with laws and regulations, a wide variety of payment vouchers for all agencies at overseas posts. They will also receive hands-on experience with current certifying and reporting software. Attending this course and passing the final exam with a score of at least 80 percent will meet the criteria necessary for designation as a Certifying Officer for the Department of State and all serviced and non-serviced agencies at posts abroad. Additional essential information on training requirements for those employees seeking designations as a principal or alternate certifying officer is located in the subchapters of 4 FAH-3 H-65. This course is a module in *PA211 Financial Management Overseas*, page 185.

Course Objectives:
- Understand the basics of funds control and obligations to ensure adequate funds are available for payment certification.
- Read and interpret accounting reports produced by Department financial systems.
- Demonstrate the ability to read and interpret fiscal accounting codes (fiscal data) for the Department.
- Identify and review a wide variety of payment vouchers and documents.
- Review payment documentation to ensure it is legal, proper and correct in accordance with government laws and regulations.
- Understand the importance of establishing and maintaining appropriate certification and management control systems to ensure against waste, fraud and mismanagement.
- Acquire the ability to effectively use the current certifying and reporting software.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level and basic computer skills.

Exam Requirement: To complete this course successfully, students must pass the certifying exam with a score of 80% or better.

Audience: Department of State direct-hire (FS, senior LE Staff) employees who will be designated as principal certifying officer or alternate certifying officer. Foreign Service Nationals require prior approval of course manager. Contact the course manager at 703-302-3097. To enroll, apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m., Room F4207.

Minimum/Maximum: 10/24

Web.ICASS

Course Code GFS32

This course, offered jointly by RM/GFS and the ICASS Service Center, offers an extensive hands-on experience for LE Staff in using the ICASS software. On the last day of class, students will examine, evaluate and critique ICASS reports from their own posts, and will work on a software mastery exercise.

Course Objectives:
- Describe the role financial management staff has in the ICASS budget process.
- Show how an ICASS budget is developed and costs distributed to customer agencies.
- Perform tasks that require navigating within the ICASS software, e.g., entering information in each Web.ICASS worksheet.
- Discuss communication strategies for gathering needed information from various sections and employees at post.
- Build an ICASS budget and enter budget changes and reductions to meet targets.
- Identify various budget stages and when to utilize each stage.
- Write budget narratives.
- Discuss how to utilize available funds to offset budget deficits.
- Locate, research, and interpret ICASS reports.
- Discuss best practices for presenting reports to ICASS Council Members, Budget Committee Members, Financial Management Officers and Management Officers.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Participants should have a basic understanding of all ICASS operations at their post.

Audience: ICASS employees with no pay plan grade restrictions – this includes State and other ICASS agency employees. RM/GFS designed this course for personnel responsible for preparing, maintaining, and operating the ICASS budget through the Web.ICASS software at post; mainly Financial Specialists, Budget Analysts, and their back-ups, and other agency personnel whose duties require a very extensive hands-on knowledge of the ICASS cost distribution software.

To Enroll: Visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Web.PASS Procurement: Training

Course Code PA423, 424, 427
See Distance Learning, page 116-117.

WebRABIT State Program and PD Budget Preparation Tool

Course Code PA368
See Distance Learning, page 117.

Foreign Service National Management Tradecraft Training

Foreign Service National Customer Focused Management

Course Code PA249

This overseas workshop is designed to provide basic customer-focused management skills for American and Foreign Service National employees. The workshop will provide skills, knowledge and abilities needed to perform successfully in a customer-oriented environment at Foreign Service posts.

In general, this course is usually offered to the hosting post in conjunction with the regional *PA248 Foreign Service National Supervisory Skills Workshop*, page 192. To request this course as a stand-alone post specific workshop, submit a request to the FSI's Regional Program Coordinator through the posts' regional Executive Office. Post must fund travel and per diem expenses for trainers' travel to post. Call FSI's Regional Training Coordinator at 703-302-7135 for additional information.

Course Objectives:
- Explain how performance standards are linked to the goals of the Strategic Plan and the Mission Performance Plan.
- Ways to manage customers' expectations.
- Determine the guidelines for dealing with angry or difficult customers.
- Develop a customer questionnaire to determine customer needs.
- Analyze a work process using CMI tools.

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m. Regional Workshops will be announced via cable.

Minimum/Maximum: 15/25

Foreign Service National Housing Workshop

Course Code PA265

This workshop is held in the greater Washington D.C. area and provides Foreign Service National housing personnel the opportunity to interface with Department officials on matters affecting housing operations at post. The course is conducted in a seminar format and gives participants time to ask questions of OBO experts as well as develop negotiation and basic management skills and increase proficiency in the Real Property Application.

Course Objectives:
- Access data, modify data and generate reports in the Real Property application.
- Describe the structure and responsibilities of the Interagency Housing Board.
- Describe the Rental Benchmarking Initiative.
- Determine an employee's maximum residential space authorization.
- Make appropriate recommendations for housing assignments.
- Use the OBO waiver format to submit a lease waiver request.
- Name the circumstances when OBO approval is required before a lease is signed.
- Evaluate potential housing for suitability, security and safety.
- Draft a lease agreement using the OBO model lease format.
- Use effective techniques in negotiating a lease.

Prerequisite: *PA420 Real Property Management*, page 119. Students must have a professional-level competency in both spoken and written English at the 4/4 level. Basic computer skills are required.

Audience: Department of State direct-hire Foreign Service National Housing/Realty Assistants. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Foreign Service National Supervisory Skills – Beyond the Basics

Course Code PA259

This workshop is designed as a follow-on course to *PA248 Foreign Service National Supervisory Skills Workshop*, page 201. It builds upon concepts and materials covered in the first course while introducing new skills, knowledge and techniques to further expand participants' skill base to perform supervisory and managerial functions.

Course Objectives:
- Understand and demonstrate the basic supervisory responsibilities of requesting position descriptions.
- Utilize techniques for effective communication through coaching.
- Develop critical thinking and problem solving skills for resolving conflict situations as well as techniques for conflict management.
- Develop skills in team development.

Prerequisite: *PA248 Foreign Service National Supervisory Skills Workshop*, page 192. Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire Foreign Service National supervisors at the FSN-06 or higher level and unofficial supervisors at the FSN-05 or higher level, who contribute to work assignments. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Foreign Service National Supervisory Skills Workshop

Course Code PA248

This workshop is a basic supervisory and management course for Foreign Service National supervisors. It will provide skills, knowledge and abilities that FSN supervisors require to perform their supervisory and management functions in a team-oriented environment at Foreign Service posts.

Course Objectives:
- Introduce practical goal setting and planning methods using the performance management cycle.
- Introduce CMI practices and other M/PRI initiatives.
- Understand workplace diversity through Myers Briggs Type Indicator.
- Apply customer-focused management at post.
- Introduce effective motivation techniques.
- Apply basic skills of effective supervision.
- Introduce various leadership styles based on situations.
- Assist employees by counseling and developing their potential.
- Identify cross-cultural issues in supervision.
- Introduce new skills back into the workplace by communicating successfully with one's supervisor.

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire FSN supervisors at the FSN-06 or higher level and unofficial supervisors at the FSN-05 or higher level, who contribute to work assignments. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Foreign Service National Worldwide Conference

Course Code PA266

This conference covers the unique aspects of working as LE Staff members in U.S. Missions overseas. Sessions emphasize areas such as communicating across mission sections, communication with different cultures, managing up, keeping healthy in a high stress world and building effective teams. The conference also discusses issues of concern to all local employees, such as LE associations and committees, employee evaluations, LE salary surveys, defined contribution plans and security.

Course Objectives:
- Understand the unique aspects of working as a local hire in an U.S. Mission Overseas.
- Gain an understanding of the importance of communications across cultures and between different sections within an embassy.
- Build more effective teams with their section.
- Take more control over employee career issues, such as evaluations and LE associations and committees.

Prerequisite: A professional-level competency in English at the 4/4 level and outstanding leadership and job skills are required. Students must be nominated by post management.

Audience: Department of State direct-hire Foreign Service National employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Minimum/Maximum: 12/20

Senior LE Staff Seminar

Course Code PA268

This workshop provides management essentials for senior Foreign Service National with multiple portfolios and/or substantial managerial responsibilities at U.S. missions overseas. It is designed to build and/or enhance Senior FSN capacity in regional issues.

Course Objectives:
- Understand current Department of State management initiatives.
- Gain an understanding of the Department's organizational and managerial structure as it relates to posts overseas.
- Facilitate the transition of responsibilities from "practitioner" to manager.
- Utilize management resource tools such as Process Mapping and Analysis and Performance Metrics.
- Utilize HR tools and resources for performance management.
- Design training aides which provide a multiplier effect at post.
- Develop an action plan as a post-workshop deliverable.

OPM Competencies Addressed:
- ✓ Continual Learning
- ✓ Creativity and Innovation
- ✓ Customer Service
- ✓ Decisiveness
- ✓ Entrepreneurship
- ✓ Flexibility
- ✓ Human Capital Management
- ✓ Influencing/Negotiating
- ✓ Oral Communication
- ✓ Partnering
- ✓ Political Savvy
- ✓ Problem Solving
- ✓ Strategic Thinking
- ✓ Vision
- ✓ Written Communication

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire senior LE Staff who have multiple portfolios or are resource managers at post (MGT, RSO, CONS, and PA employees, in particular). Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

General Services Operations Training

General Services Operations, Advanced

Course Code PA228

Designed for experienced General Service Officers at the FS-02 and FS-01 level, this class focuses on advanced management skills and how they apply to the work of GSO. FS-03 officers may be admitted on a case-by-case basis. Building on the skills and competencies taught in the *PA221 General Services Operations* course, page 194, which is a prerequisite for the *Advanced GSO* course, students complete detailed work in management competencies such as strategic planning, quality management, process analysis and innovation in a GSO context. The course also provides information on GSO programmatic functions and Department initiatives in these areas, including interactive sessions with various Department officers.

The course includes an online acquisitions refresher. The Acquisitions segment provides 16 hours of update training to meet the A/OPE acquisitions update training requirement for reissuance of a $250,000 overseas Contracting Officer name warrant.

Course Objectives:
- Be familiar with new programs in the Bureau of Administration.
- Acquire greater competency in management skills such as strategic planning and process analysis.
- Increase understanding of secure procurement procedures.
- Learn about new computer applications.
- Broaden understanding of policies and changes implemented by the Overseas Buildings Office in construction and real estate management.

- Use new information and knowledge gained from course to manage for results at post and in Washington.
- Update and strengthen acquisitions knowledge.

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Prerequisite: *PA221 General Services Operations* course, page 194, and two tours as a General Services Officer.

Audience: Experienced Department of State Foreign Service employees at the FS-01/02 level who will be serving in their third or fourth GSO tour overseas. To enroll, apply online or through HR/CDA.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

General Services Operations

Course Code PA221

This course provides basic tradecraft training in overseas general services operations. Instructors introduce students to the applicable regulations and procedures and guide them through case studies, role-plays and other practical exercises in three areas: acquisitions; real property management and logistics management overseas (comprising travel, transportation, motor pool and property management). Successful completion of the acquisitions portion of the course qualifies students to apply for the standard overseas contracting officer's name warrant issued by the Office of the Procurement Executive. Students will be expected to use computers to prepare a variety of documents and to access online versions of various regulations during training.

Employees may enroll for individual modules on a case-by-case basis.

Note: Enrollment preference will be given to those who require the entire course for their current or onward assignment (e.g., GSO or Facility Manager positions).

Course modules include:

PA221ACQ	*GSO - Acquisitions*	*4 weeks*
PA297	*Purchase Card Self-Certification Training*	*4 hours**
PA221RE	*GSO - Real Estate*	*2 weeks*
PA485	*Introduction to Safety, Health and Environment*	*2 hours**
PA221LMO	*GSO - Logistics Management Overseas*	*2 weeks*
PA244	*Travel Policy and Procedures at Post*	*8 hours**
PA471	*eCountry Clearance: Requester*	*½ hour**
PA472	*eCountry Clearance: Approval*	*½ hour**
PA473	*eCountry Clearance: Post Administrator*	*1½ hour**

*Online training offered through FSI LearnCenter.

Course Objectives:
- Manage the functions of General Services offices at overseas posts.
- Supervise personnel in a multicultural environment.
- Apply pertinent regulations to management operations.
- Apply the customer-focused principles of ICASS in managing General Services activities.
- Identify and correct material weaknesses in support services.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: *PA313 Effective Operational Management*, page 209; complete familiarity with PCs including MS Windows, MS Word, MS Excel and the Internet; and a professional-level competency in both spoken and written English at the 4/4 level are required. Students who have served overseas in a management section or who completed *PA211 Financial Management Overseas*, page 185, *PA230 Human Resource Management Overseas* or *PA231 Human Resource Management*, pages 198-199, between January 2008 and October 2010 are exempt from this requirement.

Audience: Department of State Foreign Service employees who are going overseas to a GSO or FMO assignment. DoS direct-hire LE Staff at the FSN-07 level and above who have broad management and supervisory responsibilities for general services functions at post enroll on a space-available basis. DoS EFMs who are not employed at post may contact DGHR/FLO for approval to attend training on a space-available basis. The course manager will contact these individuals one month before the scheduled class if there is space available for them to be enrolled. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS FSN employees contact your post HRO to request nomination to this training. Nomination package must include a statement signed by the American supervisor, which includes: the nominated employee's grade, position title; a summary of the nominee's job responsibilities; and certification that the nominated employee has good computer skills and is fluent in English. FAX completed package to MTT at 703-302-3099 or e-mail FSIMGTTR@state.gov
- DoS EFMs, not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training, including

above-stated nomination package, if required, to the FSI Office of the Registrar, FAX 703-302-7152.
- See page 2 for further information.

Schedule: Eight weeks; 9:00 a.m. to 4:00 p.m., Room F4208.

Minimum/Maximum: 10/20

GSO – Real Estate

Course Code PA221RE

This course is designed to prepare GSOs and Facility Managers for managing the housing program at overseas posts. Course topics include management of real property, the housing abroad program, acquisition and disposal of real property, the Real Property application, safety, health and environmental management, and fire safety. This course is a module of *PA221 General Services Operations* course, page 194.

Course modules include:
*PA485 Introduction to Safety, Health and Environment 2 hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Manage GSO housing operations at overseas posts.
- Supervise personnel in a multicultural environment.
- Apply pertinent regulations to housing operations.
- Apply the customer-focused principles of ICASS in managing General Services activities.
- Identify and correct material weaknesses in support services.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: Complete familiarity with PCs including MS Windows, MS Word, MS Excel and the Internet. Students must have professional-level competency in both spoken and written English at the 4/4 level.

Recommended Preparation: *PA313 Effective Operational Management*, page 209.

Audience: Department of State Foreign Service employees who are going overseas to a GSO or FMO assignment. DoS direct-hire LE Staff at the FSN-07 level and above who have broad management and supervisory responsibilities for general services functions at post enroll on a space-available basis. DoS EFMs who are not employed at post may contact DGHR/FLO for approval to attend training on a space-available basis. The course manager will contact these individuals one month before the scheduled class if there is space available for them to be enrolled. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS FSN employees contact your post HRO to request nomination to this training. Nomination package must include a statement signed by the American supervisor, which includes: the nominated employee's grade, position title; a summary of the nominee's job responsibilities; and certification that the nominated employee has good computer skills and is fluent in English. FAX completed package to MTT at 703-302-3099 or e-mail FSIMGTTR@state.gov.
- DoS EFMs, not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training, including above-stated nomination package, if required, to the FSI Office of the Registrar, FAX 703-302-7152.
- See page 2 for further information.

Schedule: Two weeks: 9:00 a.m. to 4:00 p.m., Room F4208.

Minimum/Maximum: 10/20

Motor Pool Training

Course Code PA264

This course provides a regulatory overview with emphasis on proper motor pool management techniques and controls an introductory background on all aspects of managing a motor pool including set-up, maintenance, data entries and reporting using the Web.PASS VRM data base; ILMS entries; managing staff, rosters, overtime; vehicle safety, SHEM regulations; reporting under ICASS; and VIP visits.

Course Objectives:
- Understand the guidelines and procedures that govern motor pool management.
- Be able to use the Web.PASS VRM system accurately and efficiently.
- Manage the resources at your disposition, whether material or personnel.
- Describe applicable management controls. Describe related safety procedures.

Prerequisite: A professional-level competency in English at the 3/3 level and basic computer skills are required.

Audience: Department of State Foreign Service National employees who have responsibilities for the management of a motor pool and updating in the data tracking systems. Generally, motor pool supervisors, dispatchers or office assistants in the motor pool, senior drivers with back-up dispatcher or supervisor duties will be considered. This course is not suitable for drivers. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 10/24

NEPA for Windows, Basic Overseas Record Keeping

Course Code PA227
See Distance Learning, page 118.

Property Management and NEPA Training

Course Code PA562

This course teaches LE Staff the basics of non-expendable property management. Instructors introduce students to the applicable regulations and procedures and guide them through case studies and other practical exercises. Students will get hands-on experience with the full cycle of property management using WebNEPA, from receiving, inventory, reconciliation and ending with disposals. Students will also learn best practices for managing expendable property at post, and the basics of warehouse management and warehouse safety. Students will be expected to use computers during training.

Course Objectives:
- Describe and understand current applicable rules and regulations governing property management.
- Through hands-on exercises, prepare typical property management documents.
- Describe proper procedures for the management of expendable supplies.
- Describe proper warehouse management procedures and warehouse safety requirements.

Prerequisite: A professional-level competency in English at the 3/3 level is required.

Audience: *Primary:* Department of State direct-hire LE Staff working directly in Property Management operations overseas. *Secondary:* DoS direct-hire LE Staff supervisory employees whose responsibilities include oversight of the property management function. To enroll, apply online (see page 1).

Schedule: Five days: 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/24

Property Management & Warehousing Workshop

Course Code PA563

This course teaches the basics of warehouse management and safety. Instructors introduce students to applicable regulations and procedures concerning property management, and teach best practices for warehouse storage, with an emphasis on workplace safety. Students learn how to plan and conduct an inventory, as well as best practices for managing expendable property at post. Students also observe operations at Frankfurt's large regional warehousing operation.

Course Objectives:
- Describe and understand currently applicable rules and regulations governing property management.
- Describe and apply proper warehouse management procedures, security controls and safety procedures.
- Describe proper procedures for the management of expendable supplies.

Prerequisite: A professional-level competency in English at the 3/3 level is required.

Audience: *Primary:* Department of State direct-hire LE Staff working directly in property management operations overseas. *Secondary:* DoS direct-hire LE Staff supervisors whose responsibilities include oversight of the property management function. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 15/35

Property Management for Custodial Officers

Course Code PA169
See Distance Learning, page 118.

Real Property Management

Course Code PA420
See Distance Learning, page 119.

Travel Policy and Procedures at Post

Course Code PA244
See Distance Learning, page 119.

VIP Visits Training

Course Codes PA474-476
See Distance Learning, pages 119-120.

Web.PASS Course Series

Course Codes PA426, 429, PA436-437
See Distance Learning, pages 120-121.

Human Resources Management Training

ePerformance Training

Course Code PA448-449
See Distance Learning, page 122.

Ethics Orientation Training

Course Code PA451-453
See Distance Learning, page 123.

Evacuation Management System, Introduction to

Course Code PA487
See Distance Learning, page 124.

Foreign Service Retirement Systems for HR, Overview of

Course Code PA332

Provide students familiarity with the three Foreign Service retirement systems and the tools for providing information with a customer service focus. Topics covered include technology tools, the different retirement systems, eligibility for retirement, types of prior service, setting retirement dates and processing Foreign Service retirement applications.

Course Objectives:
- Gain understanding of eligibility requirements for each retirement system and the best dates to retire.
- The importance of having employee records accurately reflects creditable prior military and civilian service.
- The steps in the application process and other related retirement issues.

OPM Competencies Addressed:
✓ Customer Service
✓ Human Capital Management

FS Precepts Addressed:
✓ Customer Service
✓ Information Gathering and Analysis
✓ Professional Standards

Prerequisite: Assigned to a position noted in "Audience" section below.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are Career Development Officers, HR specialists employed in regional and functional bureaus, domestic HR technicians, Management and HR Officers, and LE Staff assigned to HR positions and require familiarity with the FS retirement system. Other agency employees who meet the above-stated requirements may attend on a space-available basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/25

Foreign Service Retirement Tradecraft

Course Code PA333

This course provides HR specialists and other staff who counsel Foreign Service employees on the rules and regulations that govern Foreign Service retirements with the basic skills and knowledge necessary to successfully assist clients participating in one of three Foreign Service retirement systems.

Course Objectives:
- To understand and/or apply, and be able to counsel clients on the complex rules and regulations governing each of the three Foreign Service retirement systems.
- Accurately calculate annuities; properly adjudicate retirement applications, including prior service issues.
- Independently research and resolve other issues related to Foreign Service retirements and management of annuitant and survivor benefits.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Prerequisite: Direct-hire employees of the DGHR/RET Division must have taken the Civil Service retirement classes at USDA, or have equivalent work experience.

Audience: Department of State direct-hire HR retirement counselors and DoS direct-hire staff who counsel Foreign Service employees on the rules and regulations that govern Foreign Service retirements, assist in adjudicating those retirements and process actions for annuitants and survivors. Other Foreign Affairs agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Seven days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/25

Global Employment Management System, Introduction to

Course Code PA191

This course is designed to introduce users to Global Employment Management System and help them become confident in their ability to navigate in the GEMS application.

Course Objectives:
- Describe the purpose of GEMS.
- Perform basic GEMS functions.
- Review using the online help tool "On Demand."

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: None

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the Human Resources Management field who need to understand the basic concepts and uses of GEMS. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with GEMS as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Half-day; 9:00 a.m. to noon.

Minimum/Maximum: 6/16

Global Employment Management System, Position Management in

Course Code PA192

This course is designed to introduce and refresh users to the Develop Workforce, Manage Workforce module in Global Employment Management System. Users learn how to search for job codes, how to create positions and how to add language competencies to positions. It will be especially relevant to users who manage position updates.

Course Objectives:
- Search for position title codes and working titles.
- Search for job codes.
- Establish and modify positions.
- Entering a language competency for a position.
- Review using the online help tool "On Demand."

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PA191 Introduction to Global Employment Management System*, page 197.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the Human Resources Management field

who need to understand the basic concepts and uses of Position Management. This is a "State specific" course open to third-party overseas-based contractors who have a job-related need working with GEMS as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/20

Global Employment Management System Processing, Basic

Course Code PA190

This course is designed for Department of State employees who are responsible for human resources management. All employees who create and process Foreign Service and Civil Service personnel actions in the GEMS application should attend this class. Students learn how to process actions that are specific to Department of State processing. There is considerable hands-on practice in processing various types of actions, including hire actions, promotions, corrections, cancellations and retroactive processing.

Course Objectives:
- Create and process a variety of Department of State-specific personnel actions.
- Describe key concepts of the GEMS application.
- Discuss the basic functions of the GEMS application.
- Review Benefits Processing.
- Review using the online help tool "On Demand."

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PA191 Introduction to the Global Employment Management System*, page 197 and *PA192 Position Management in Global Employment Management System*, page 198.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the Human Resources Management field who use GEMS to create and process position and personnel actions. This is a "State specific" course open to third-party contractors who have a job-related need in DoS HR as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/12

Human Resource Management

Course Code PA231

This course provides a thorough grounding in the knowledge, skills and abilities necessary to manage the Human Resource Program overseas. Through HR course managers, subject matter expert presentations, group discussions, simulations and case studies, participants will gain an operational knowledge of the principles of American and Foreign Service National human resource management.

FSI strongly recommends that American Human Resource Management and Management Officers who will be responsible for the human resource function at post enroll in this course to ensure that they will be equipped to manage the full range of human resource related issues.

Course modules include:
PA230 Human Resources Management Overseas 5 weeks
PA232 LE Staff Position Management and Classification 2 weeks

Course Objectives:
- Manage the functions of an overseas human resource program.
- Understand the role and responsibilities of an overseas human resource officer.
- Develop, design, coordinate and implement sound interagency human resource policies at post.
- Interpret and apply the laws, regulations and procedures governing the Foreign Service human resource system.
- Interpose appropriate management controls to post human resource operations.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Problem Solving
✓ Professional Development, including Active Learning
✓ Social Preceptiveness
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Prerequisite: *PA313 Effective Operational Management*, page 209; *PA431 Web.PASS Post Personnel: Local Track,* page 125 and *PA432 Web.PASS Post Personnel: American Track*, page 124; a professional-level competency in English at the 4/4 level and basic computer skills, including word processing and spreadsheet skills; and the ability to use the OpenNet/Internet are required.

Note: *PA313 Effective Operational Management*, page 209, is a prerequisite to this course. *PA313* provides students with basic knowledge about work in a management section overseas which is important for students to have before they begin the FMO course; however, students who completed *PA211 Financial Management Overseas*, page 185, *PA221General Services Operations*, page 194, *PA230 Human Resource Management Overseas*, page 199, between January 2008 and October 2010 do not need to take *PA313*, as they have received this content as part of those courses.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are going overseas as Human Resource Officers, DoS Management Officers, DoS direct-hire LE Staff at the FSN-07 level or above, with supervisory responsibilities who have at least three years of HR experience and who manage the entire portfolio at post. CS employees who are going overseas to positions where they will be accountable for, or will supervise, the human resource portfolio. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Seven weeks; 9:00 a.m. to 4:00 p.m., Room F4145.

Minimum/Maximum: 12/24

Human Resource Management Overseas

Course Code PA230

This course provides a thorough grounding in the knowledge, skills and abilities necessary to manage the Human Resources Program overseas. Through HR course managers, subject matter expert presentations, group discussions, simulations and case studies, participants will gain an operational knowledge of the principles of American and Foreign Service National human resource management. Students will be expected to use computers to prepare a variety of documents and to access online versions of various regulations during training.

FSI strongly recommends that American Human Resource Management and Management Officers who will be responsible for the human resource function at post enroll in this course to ensure that they will be equipped to manage the full range of human resource related issues. Accordingly, those applications will be given preference.

Goal: To manage an overseas human resources program, focusing on the intellectual, analytical and technical skills necessary to participate successfully in post workforce planning and make recommendations to senior management that reinforce sound human resources management principles.

Course Objectives:
- Understand the role and responsibilities of an overseas human resource officer.
- Manage the functions of an overseas human resource program.
- Develop, design, coordinate and implement sound and consistent interagency human resource policies at post.
- Advise and counsel American Foreign Service employees and LE Staff on career development issues.
- Interpret and apply the laws, regulations and procedures governing the Foreign Service human resource system as it applies to both American and FSN staff.
- Interpose appropriate management controls to post human resource operations.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral and Written Communication
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Written Communication

Prerequisite: *PA313 Effective Operational Management*, page 209, *PA431 Web.PASS Post Personnel: Local Track,* page 125 and *PA432 Web.PASS Post Personnel: American Track*, page 124. Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing and spreadsheet skills, and the ability to use the OpenNet/Internet are required.

Note: *PA313 Effective Operational Management*, page 209, is a prerequisite to this course. *PA313* provides students with basic knowledge about work in a management section overseas which is important for students to have before they begin the FMO course; however, students who completed *PA211 Financial Management Overseas*, page 185, *PA221General Services Operations*, page 194, *PA230 Human Resource Management Overseas*, page 199, between January 2008 and October 2010 do not need to take *PA313*, as they have received this content as part of those courses.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are going overseas as Human Resource Officers, DoS Management Officers, DoS direct-hire LE Staff at the FSN-07 level or above, with supervisory responsibilities who have at least three years of HR experience and who manage the entire portfolio at post. CS employees who are going overseas to positions where they will be accountable for, or will supervise, the human resource portfolio. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five weeks; 9:00 a.m. to 4:00 p.m., Room F4145.

Minimum/Maximum: 12/24

Human Resource Management Workshop, Advanced

Course Code PA234

This workshop provides an opportunity for experienced human resource professionals to increase their professional and technical knowledge, share best practices, discuss recent Department of State initiatives, and learns about developments in the field of human resource management and to meet with senior FMO and GSO colleagues. Through presentations by subject matter experts, case studies, group exercises and role-plays, participants will be able to improve problem solving, decision-making and counseling skills. Course content will vary from year to year, depending on Department initiatives and needs of the students. Human resource management professionals are encouraged to repeat the course every few years.

Course Objectives:
- Obtain and develop in-depth knowledge of Department initiatives and priorities.
- Build positive and effective professional relationships throughout the Department in order to meet the needs of customers.
- Identify best practices for resolving problem areas in the maintenance of post's human resources system.
- Better manage local employment programs at post.

OPM Competencies Addressed:
✓ Conflict Management
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Public Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking

- ✓ Decision-Making and Judgment
- ✓ Institutional Knowledge
- ✓ Management of Resources
- ✓ Operational Effectiveness
- ✓ Professional Development, including Active Learning
- ✓ Professional Expertise
- ✓ Professional Standards
- ✓ Support for Equal Employment Opportunity and Merit Principles
- ✓ Team Building

Prerequisite: A professional-level competency in English at the 4/4 level. *PA231 Human Resource Management* course, page 198, or equivalent; at least six years experience working in U.S. government human resource management with supervisory responsibilities; and a working-knowledge of the Department's human resource management regulations is required.

Audience: Foreign Service American Management and senior Human Resource Officers who have completed at least three tours and DoS direct-hire LE Staff at the FSN-09 level and above. Generally FS candidates will be tenured FS-02's serving in or transitioning to their fourth tour. Senior DoS direct-hire LE Staff Human Resource Managers at the FSN-09 level or higher, with significant supervisory responsibility. Senior DoS FS HROs at the FE-OC or FS-01 level are strongly encouraged to take *PA238 Advanced Management Workshop*, page 211. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/24

Human Resources, Basic

Course Code PA331

This course is designed for new HR LE Staff who are required to perform the more clerical/technical aspects of HR work in an overseas setting. To accomplish this work, staff must understand the overall purpose, regulatory and statutory requirements that direct how HR work is conducted. The course introduces basic theory and day-to-day job skills related to LE Staff recruitment, pay administration, position description and classification, performance management, awards, leave, USDH travel messages and family member appointments.

Course Objectives:

- Explain the principles of LE Staff recruitment and enumerate the basic steps in the process.
- Prepare job vacancy notices using the model job vacancy announcement.
- Explain the authority and the process for effecting pay administration actions.
- Describe the basic function of the Web Pass Post Personnel system, the HR staff responsibilities.
- List and explain the major elements of a position description.
- Describe the role of the key players in the position evaluation process.
- Explain the LE performance management process and the importance of the forms used.
- Describe the awards process and the roles and responsibilities of the nominating official, supervisor, HR Office, Joint Country Awards Committee and Executive Bureau.
- Direct American staff to Department of State Web sites containing information about leave policy.
- Respond to LE Staff questions concerning leave policy.
- Describe the USDH travel message system and provide information about the HR staff role in processing travel messages.
- Discuss eligible family member and member of household employment mechanisms, and hiring processes.
- Demonstrate good customer service skills.

OPM Competencies Addressed:

- ✓ Accountability
- ✓ Conflict Management
- ✓ Customer Service
- ✓ Decisiveness
- ✓ Human Capital Management
- ✓ Integrity/Honesty
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Problem Solving
- ✓ Team Building
- ✓ Technical Credibility

Prerequisite: A professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire Human Resources employees at the FSN-06/07 level. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days, 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 16/25

Human Resources for LE Staff, Intermediate

Course Code PA338

Students will review HR fundamentals, such as American Benefits and Allowances, LE Staff Performance, LE Staff Recruitment and Family Member Employment. They will be introduced to advanced HR topics, which include writing and administering post policies, handling staff grievances, developing process maps and HR organizational designs, and preparing for an Office of Inspector General inspection. Students will take a more in-depth look at administering local compensation plans, properly applying exception rate ranges, and managing HR programs in a changing environment. Other topics addressed include EEO and Ethics principles, customer service, and change management. Finally, students will be exposed to current issues (or "Hot Topics") in the Department, (e.g. Collaborative Management Initiative, ePerformance, etc.).

This course is designed to for LE Staff and Eligible Family Member HR employees. It goes beyond the introductory curricula of the Basic HR Workshop to provide experienced HR professionals with additional resources and training, so they may excel in HR professional and leadership positions. Emphasis will be placed on sharing field experiences and strategies that will be of value to all the participants.

Course Objectives:

- Demonstrate better HR Skills.
- Explain and implement advanced HR policies and programs.
- Write more effective post policies.
- Administer a good grievance program
- Advise customers about good position management and organizational design.
- Manage local compensation process; develop/administer the local compensation plan.
- have a better understanding of important HR policies and programs such as writing post policies.
- Demonstrate good leadership skills such as good customer service and change management.
- Explain new initiatives that are being (or are going to be) implemented in the Department.
- Know what to expect from an OIG visit and know how to prepare for one.
- Understand and explain the Department's EEO and Ethics principles.

OPM Competencies Addressed:

- ✓ Accountability
- ✓ Conflict Management

✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral and Written Communication
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Innovation
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Written Communication

Prerequisite: A professional-level competency in English at the 3/3 level is required. Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation). Minimum one year experience working within a Human Resources section of a U.S. Embassy or U.S. Consulate.

Audience: Department of State direct-hire senior-level LE Staff and Eligible Family Member Human Resources Assistants and Human Resources Specialists at the FSN-08 and above grade level.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff fax training request to the FSI Office of the Registrar at 703-302-7152.
- DoS EFMs not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training.
- See page 2 for further information.

Schedule: Five days

Minimum/Maximum: 12/25

Knowledge Center Reporting Tool (Actions Universe), Advanced

Course Code PA194

This advanced class focuses on creating reports that are transaction based. A specific universe within the Knowledge Center is used to generate reports that are based on personnel actions dealing with "Nature of Actions" and effective dates created for Department of State employees.

Course Objectives:
- Create reports that are based on specific criteria relating to Nature of Actions and effective dates.

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PA193 Basic Knowledge Center Reporting Tool (Person and Position Universe), Basic*, page 201.

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the human resources management field who need to create transaction-based reports. This is a "State specific" course open to third-party contractors who have a job-related need in DoS HR management as defined above. To enroll, DoS/Non-DoS students apply online or through HR/CDA (see page 1).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/12

Knowledge Center Reporting Tool (Person and Position Universe), Basic

Course Code PA193

This class provides basic instruction for learning how to create, save and send reports using the Knowledge Center as the main repository for employee's data within the Department of State. The Knowledge Center captures data from the Global Employment Management System application and the Integrated Foreign Service Assignment Management application on a daily basis.

Course Objectives:
- Create, save and send reports.

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Audience: Domestically-based Department of State direct-hire (FS, CS) employees working in the Human Resources Management field who require reports from the Knowledge Center. This is a "State specific" course open to third-party contractors who have a job-related need to produce reports using the DoS HR Knowledge Center as defined above. To enroll, DoS/Non-DoS students apply online or through HR/CDA (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/12

LE Staff Position Classification, Basic

Course Code PA337

This course is being conducted in the field to train HR Locally Employed Staff, the basics to correctly evaluate and classify LE Staff positions and to become CAJE certified. The course is designed to train learners to interpret, analyze and evaluate positions based on highly technical and sometimes complex information using the Computer Aided Job Evaluation software system. The course also gives learners a solid grounding in the entire process, procedures and principles of classification. Emphasis will be placed on sharing field experiences and strategies that will be of value to all the participants, and to continue learning after the course with a mentor.

Course Objectives:
- Understand the processes of position classification in the context of the overall Mission.
- Begin to classify positions using the Computer Aided Job Evaluation System.
- Administer the CAJE position classification system at post in partnership with a mentor.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Analytical Skills
✓ Customer Service
✓ Decision Making and Judgment
✓ Job Information
✓ Professional Expertise

✓ Support for Equal Employment Opportunity and Merit Principles Staff
✓ Technical Skills

Prerequisite: A professional-level competency in English at the 4/4 level and one year within the HR section of an embassy, or one year of outside classification experience is required.

Audience: Department of State direct-hire LE Staff who have at least one year of experience working in the HR section of an embassy. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff fax training request to the FSI Office of the Registrar at 703-302-7152.
- DoS EFMs not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training.
- See page 2 for further information.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/18

LE Staff Position Management and Classification

Course Code PA232

This course uses subject matter expert presentations, role-plays, individual and group problem solving exercises and readings to expose students to a high level of technical knowledge in LE Staff position classification and management including Computer Aided Job Evaluation software. There is considerable hands-on practice in classifying all types of positions. At the completion of the course, participants will possess the skills necessary to classify LE Staff positions, manage and understand salary schedules. (This course is a module in the seven-week *PA231 Human Resource Management* course, page 198.)

Note: This course does not teach basic human resource clerical skills.

Course Objectives:
- Understand the process of position management in the context of the overall mission.
- Classify positions using the Computer Aided Job Evaluation System.
- Administer the CAJE position classification system at post.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Analytical Skills
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Technical Skills

Prerequisite: Students must have a professional-level competency in English at the 4/4 level. Basic computer skills, including word processing skills, and the ability to use the OpenNet/Internet are required.

Audience: Department of State FS Human Resource Management Officers, DoS Management Officers, DoS direct-hire LE Staff who have at least three years of HR classification experience who are the senior classifiers at post and CS employees who handle classification issues for FSNs. DoS EFMs, who are not employed at post, may contact DGHR/FLO for approval to attend training. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS CS submit a training request through your training office.
- DoS LE Staff fax training request to the FSI Office of the Registrar at 703-302-7152.
- DoS EFMs not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training.
- See page 2 for further information.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m., Room F4145.

Minimum/Maximum: 12/24

Locally Employed Staff Recruitment Workshop

Course Code PA336

Through lectures, group discussions, role plays and written exercises, participants will learn about all aspects of the recruitment process for Locally Engaged Staff (Foreign Service Nationals, locally-hired Americans and Third-Country Nationals) and Eligible Family Members. The course will cover every step of the recruitment process: establishment of positions, accuracy of position descriptions, classification of positions, vacancy announcements, qualifications analysis, interviewing process, references, making offers and appointment procedures.

Emphasis will be placed on sharing field experiences and strategies that will be of value to all the participants. With more than 50,000 LE Staff positions in U.S. missions overseas, it is imperative that USG maintain an appropriate and uniform administration of the LE Staff and Family Member recruitment policy and procedures, while preserving the principle of the USG as one employer. Failing to do so could have a significant impact on the morale and perception of equity among LE Staff employees.

Course Objectives:
- Understand and explain the Local Employee Recruitment Policy.
- Write a position description; understand its importance of the position description as it relates to recruitment.
- Understand and explain job evaluation using the Computer Aided Job Evaluation tool.
- Prepare vacancy announcements using the model vacancy announcement.
- Pre-screen applications to identify which candidates to interview.
- Explain and apply hiring preference for U.S. Eligible Family Members and U.S. Veterans.
- Conduct employment interviews, ensuring that no illegal questions are asked.
- Identify special considerations in family member employment.
- Describe diversity and Equal Employment Opportunity issues, as they relate to local recruitment policies and practices.
- Explain initiatives and topics of importance to the Department and Regional Bureau; implement best practices.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral and Written Communication
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Innovation

✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Written Communication

Prerequisite: A professional-level competency in English at the 3/3 level is required. Basic Computer Skills (PC Basics, Basic Internet/Intranet Browser Navigation). Minimum one year experience working within a Human Resources section of an U.S. Embassy or U.S. Consulate.

Audience: Department of State direct-hire LE Staff and Eligible Family Member Human Resources Assistants who administer the recruitment program at overseas posts. Employees must register at least six weeks prior to start date. Other Agency employees who meet the above stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff fax training request to the FSI Office of the Registrar at 703-302-7152.
- DoS EFMs not employed at post, contact DGHR/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training.
- See page 2 for further information.

Minimum/Maximum: 12/25

Measuring Performance

Course Code PA240
See Distance Learning, page 124.

Mission Classification Online Tutorial

Course Code PA446
See Distance Learning, page 124.

Professional Tradecraft for HR/CDA Staff

Course Code PA239

This course is designed to give Department of State employees in the Office of Career Development and Assignments in the Bureau of Human Resources an overview and basic training in all CDA functions. Students will learn about the responsibilities of Career Development Officers, Assignment Officers and Personnel Technicians. They will learn about key HR/CDA programs, applications, and services used to support Foreign Service and Civil Service employees.

Note: Enrollment is only through HR/CDA.

Course Objectives:
- Understand the laws, regulations, policies and standard operating procedures pertaining to the Foreign Service assignments process.
- Know where to find answers to substantive and procedural questions.
- Understand the bidding and assignments process, including technical aspects.
- Be familiar with tenure and promotion process, the grievance process and employee discipline procedures.
- Understand the Career Development Program and own role in working with clients on CDP-related matters.
- Be familiar with the "ways out" of the Foreign Service and how to perform related technical processes.
- Understand the working relationship between Human Resources and DoS entities.
- Know how to enroll recommended or required training.
- Practice counseling and communication techniques to work with clients in difficult situations.
- Apply time management skills and various work tools.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Resilience
✓ Strategic Thinking
✓ Team Building
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Workplace Perceptiveness

Prerequisite: None.

Audience: Department of State direct-hire (FS, CS) employees who are currently assigned to HR/CDA. To enroll, apply online or through HR/CDA.

Schedule: Dates are determined yearly by HR/CDA in coordination with FSI/SPAS/MTT.

Minimum/Maximum: 10/50

Web.PASS Post Personnel Courses

Course Code PA431-432
See Distance Learning, page 124-125.

Logistics Management Training

Foreign Service National Transportation Workshop

Course Code PA250

This workshop is designed to provide Foreign Service National supervisors involved in transportation and shipping with the basic knowledge and skills they need to successfully supervise and manage transportation functions in a team-oriented environment at overseas posts.

Course Objectives:
- Identify various types of shipments.
- Define commonly used shipping and transport terminology.
- Identify the weight allowance for each type of shipment (e.g., Household Effects, Unaccompanied Air Baggage, Consumables and Layette).
- Understand the role of the European Logistical Support Office, Despatch Agent and Consolidated Receiving Point.
- Describe the procedures to be followed for an overweight shipment before the shipment leaves post.
- Assist employees in the completion of claim documentation.
- Prepare a cost constructive analysis of transportation costs.

- Describe special considerations concerning the shipment of pets, motor vehicles, alcohol and firearms.
- Give employees advice on how to prepare for moving day, including the importance of inventories and insurance considerations.
- Understand the difference between the International Through Government Bill of Lading method of shipment and the Direct Procurement Method of shipment.
- Given shipment summaries and standard shipping cables, answer the following questions:
  - What does the shipment contain?
  - Where is the shipment now?
  - How long will it be before it reaches post?

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire FSN Foreign Service National employees involved in GSO management and in transportation and shipping operations. Due to regional differences, students should apply for the offering at their assigned Despatch agency (see 14 FAM 614.5-5 (E)). The courses in Miami and Seattle are offered every other year. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 20/40

Foreign Service National Transportation Workshop, Advanced

Course Code PA256

This workshop is held in the greater Washington, D.C. area and provides senior Foreign Service National transportation personnel with first-hand knowledge of U.S. and overseas shipping procedures. A site visit to a local shipping company's storage facility, a visit to the storage facility in Hagerstown, and a briefing from the Baltimore Despatch Agency (subject to scheduling confirmation) is normally included. Participants will also have the opportunity to talk with Department officials on logistical matters affecting shipping operations at post.

Course Objectives:
- Acquire a practical knowledge of operations at the Baltimore Despatch Agency.
- Enhance customer service skills through greater knowledge of transportation policy.
- Meet with local packing and shipping company personnel to see first-hand what the Department expects from service.
- Meet transportation policymakers in Washington.
- Become familiar with international airfreight operations and how those shipments clear customs.
- Interface with DoS logistic briefers, transportation counselors and FSI instructors to clarify post logistical issues.

Prerequisite: *PA250 Foreign Service National Transportation Workshop*, page 203. Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire senior ICASS Foreign Service National shipping supervisors at the FSN-06/12 level. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 18/25

GSO - Logistic Management Overseas

Course Code PA221LMO

This course is designed to prepare general services employees to manage the logistics and services involved in the movements of people and goods required to operate a Foreign Service post. Topics include Property and Warehouse Management, Motor Pool Operations, Motor Vehicle Management, SHEM Motor Vehicle Safety,Transportation of USG Property and Employees' Personal Effects, Secure Logistics and Supply Chain Management, Crisis Management, Improvement, Managing Travel at Post and Implementing Effective on the Job Training. This course is a module of *PA221 General Services Operations*, page 194.

Course modules include:

PA244	*Travel Policy and Procedures at Post*	*8 hours**
PA471	*eCountry Clearance: Requester*	*½ hour**
PA472	*eCountry Clearance: Approval*	*½ hour**
PA473	*eCountry Clearance: Post Administrator*	*1½ hour**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Manage the functions of the General Services Office at overseas posts.
- Supervise personnel in a multicultural environment.
- Apply pertinent regulations to administrative management operations.
- Apply the customer-focused principles of ICASS in managing General Services activities.
- Identify and correct material weaknesses in support services.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Oral Communication
✓ Partnering

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: A professional-level competency in both spoken and written English at the 4/4 level. And familiarity with PCs including MS Windows, MS Word, MS Excel and

the Internet.

Recommended Preparation: *PA313 Effective Operational Management*, page 209.

Note: LE Staff at FSN-06 or below should fax a completed application for training indicating course code PA221LMO, and dates to the Management Tradecraft Training Division at 703-302-3099 and include a justification with the employee's grade and title, summary of job responsibilities and verification of fluency in English and computer skills.

Audience: Department of State Foreign Service employees who are going overseas to a GSO or FMO assignment. DoS direct-hire LE Staff at the FSN-07 level and above who have broad management and supervisory responsibilities for general services functions at post enroll on a space-available basis. DoS EFMs who are not employed at post may contact DGHR/FLO for approval to attend training on a space-available basis. The course manager will contact these individuals one month before the scheduled class if there is space available for them to be enrolled. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS FSN employees contact your post HRO to request nomination to this training. Nomination package must include a statement signed by the American supervisor, which includes: the nominated employee's grade, position title; a summary of the nominee's job responsibilities; and certification that the nominated employee has good computer skills and is fluent in English. FAX completed package to MTT at 703-302-3099 or e-mail FSIMGTTR@state.gov
- DoS EFMs, not employed at post, contact M/DGH/FLO to request enrollment.
- Other agency employees submit a funded SF-182 Request for Training, including above-stated nomination package, if required, to the FSI Office of the Registrar, FAX 703-302-7152.
- See page 2 for further information.

Schedule: Two weeks: 9:00 a.m. to 4:00 p.m., Room F4208.

Minimum/Maximum: 5/36

ILMS Asset Management – Basic Property Record Keeping

Course Code PA364
See Distance Learning, page 125.

ILMS Asset Management – Property Reconciliation Process

Course Code PA363
See Distance Learning, page 126.

ILMS – Overseas Ariba Approver Training

Course Code PA377
See Distance Learning, page 127.

ILMS – Overseas Ariba Requester Training

Course Code PA376
See Distance Learning, page 127.

ILMS Domestic Ariba – Approver Training

Course Code PA361

Students are introduced to the instructor-led Ariba Web-based requisitioning application of the Integrated Logistics Management System, through explanation of functionality and new concepts, system simulations and practice exercises. Approvers are taught to approve or deny requisitions, add an additional approver and delegate approval authority. Training is designed for all Department of State employees who work with requisitions and follows Department of State's procedures and guidelines for requisition handling.

Course Objectives:
- Navigate through Ariba.
- Identify the roles within Ariba and the tasks associated with those roles, as well as identify themselves with the ILMS roles.
- Identify the ILMS workflows and relate the workflows to their specific role/s and requesting office.
- Check status of requests.
- Delegate approval authority.
- Initiate change orders and requisition modification.
- Create folders to organize requests within Ariba.
- Change user preferences/profile.
- Step-by-step instructions to use iForms.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page127.

Prerequisite: Knowledge of basic requisition and purchase card procedures.

Audience: Domestically-based Civil Service and Foreign Service employees who approve requests for goods and services submitted through ILMS Ariba. This is a "State specific" course open to domestic third-party contractors who have a job-related need working with ILMS Domestic Ariba – Approver software as defined above. To enroll, apply online or FS may contact HR/CDA (see page 1).

Note: the point of contact for further information is Paul Edmondson, A/LM/PMP at 703-875-4307 or by e-mail at EdmondsonPR@state.gov.

Schedule: One-hour; times as scheduled.

Minimum/Maximum: 5/14

ILMS Domestic Ariba – Budget and Fiscal

Course Code PA374

Students are introduced to the instructor-led Ariba Web-based requisitioning application of the Integrated Logistics Management System through explanation of functionality and concepts, system simulations and practice exercises. Budget and Fiscal personnel are taught the functions of the Approvers, as well as how to add fiscal strip data to requisitions and commit funds in CFMS through ILMS. Training is designed for all Department of State employees who work with requisitions domestically at bureaus. The course follows Department of State's procedures and guidelines for handling requisitions.

Course Objectives:
- Navigate through Ariba.
- Identify the roles within Ariba and the tasks associated with those roles.

- Identify the ILMS workflows and relate the workflows to their specific role(s) and requesting office.
- Work on and approve requests in Ariba.
- Check status of requests.
- Delegate approval authority.
- Initiate change orders and requisition modification.
- Create folders to organize requests within Ariba.
- Change user preferences/profile.
- Integrate with the Financial System.
- Create funding templates.
- Identify financial system integration messages.
- Provide step-by-step instructions to use iForms.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 127.

Prerequisite: English at the 4/4 level, Knowledge of basic requisition and purchase card procedures.

Audience: Domestically-based Civil Service and Foreign Service staff who handle the budget and fiscal portion of a request for goods and services submitted through ILMS Ariba. The course is State specific open to domestic third-party contractors who have a job-related need working with ILMS Domestic Ariba – Budget and Fiscal software as defined above. To enroll, apply online or through HR/CDA (see page 1).

Note: The point of contact for further information is Paul Edmondson, A/LM/PMP at 703-875-4307 or by e-mail at EdmondsonPR@state.gov.

Schedule: Three hours; times as scheduled.

Minimum/Maximum: 5/14

ILMS Domestic Ariba: Purchase Card Training

Course Code PA378

Students are introduced to the instructor-led Ariba web-based purchase card (Purchase Card) requisitioning application of the Integrated Logistics Management System through explanation of functionality and new concepts, system simulations and practice exercises. Training is designed for all Department of State employees who request office supplies and work with requisitions domestically at all bureaus. According to their individual Ariba roles, participants are taught how to use Ariba to create and submit requests for approval. The course follows Department of State's procedures and guidelines for handling requisitions.

Course Objectives:
- Navigate through Ariba and use of the catalog.
- Identify the roles within Ariba and the tasks associated with those roles.
- Identify the ILMS workflows and relate the workflows to their specific role(s) and requesting office.
- Create requisitions.
- Check status of requests and complete the final approval of the Purchase Card request.
- Perform searches.
- Change user profiles.
- Create funding templates.
- Access reports for Purchase Card reconciliation.
- Provide step by step instructions to use iForms.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 127.

Prerequisite: Knowledge of basic requisition and purchase card procedures.

Audience: Domestically-based Civil Service, and Foreign Service employees performing Purchase Card functions using ILMS Ariba. This is a "State specific" course. To enroll, apply online or through HR/CDA (see page 1).

Note: The point of contact for further information is Paul Edmondson, A/LM/PMP at 703-875-4307 or by email at EdmondsonPR@state.gov.

Schedule: Three hours; times as scheduled.

Minimum/Maximum: 5/14

ILMS Domestic Ariba – Requester

Course Code PA375

Students are introduced to the instructor-led Ariba Web-based requisitioning application of the Integrated Logistics Management System, through explanation of functionality and new concepts, system simulations and practice exercises. According to their individual Ariba roles, participants are taught how to use Ariba to create and submit requests for approval. Training is designed for all Department of State employees who work with requisitions domestically at bureaus. The course follows Department of State's procedures and guidelines for handling requisitions.

Course Objectives:
- Provide an introduction to Ariba.
- Navigate through Ariba.
- Identify the roles within Ariba and the tasks associated with those roles.
- Identify the ILMS workflows and relate the workflows to their specific role/s and requesting office.
- Provide step-by-step instructions to use folders. Provide step-by-step instructions to create, track and print purchase requests.
- Check status of requests.
- Initiate change orders and requisition modifications.
- Perform searches.
- Delegate approval authority.
- Create funding templates.
- Provide step-by-step instructions to update user preferences and profile.
- Provide Step-by-step instructions to iForms.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 127.

Prerequisite: Professional-level competency in English at the 4/4 level. Knowledge of basic requisition and purchase card procedures.

Audience: Domestically-based Civil Service and Foreign Service performing Requester functions using ILMS Ariba. The course is State specific open to domestic third-party contractors who have a job-related need working with ILMS Domestic Ariba – Requester software as defined above. To enroll, apply online or through HR/CDA (see page 1).

Note: The point of contact for further information is Paul Edmondson, A/LM/PMP at 703-875-4307 or by e-mail at EdmondsonPR@state.gov.

Schedule: Three-hours; times as scheduled.

Minimum/Maximum: 5/10

Supply Chain Management, Introduction to

Course Code PA360
See Distance Learning, page 127.

Management Tradecraft

7 Habits of Highly Effective People-O/S

Course Code PA298

This course provides the basics to develop practical skills to effectively manage and organize oneself on a professional and personal level. Participants examine their typical work habits and learn ways to apply their talents and create enhanced working relationships.

Course Objectives:
- Identify the principles underlying personal and interpersonal effectiveness.
- Develop a personal mission statement based on current position at post.
- Apply positive thinking and communication skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Flexibility
✓ Interpersonal Skills
✓ Integrity/Honesty
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Decision-Making and Judgment
✓ Innovation
✓ Professional Standards
✓ Problem Solving
✓ Social Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Change Management

Course Code PA285

This workshop is designed to increase participants' awareness of change and the transition process and how it impacts both personal and organizational life.

Course Objectives:
- Understand successful organizational response to change.
- Describe the four stages of the change grid.
- Understand behaviors associated with change.
- Learn strategies for managing change.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Coaching and Collaboration

Course Code PA272

This course provides students the basics of collaborative communications, brainstorming mutually beneficial solutions to work problems and providing guidance to employees on performance issues.

Course Objectives:
- Working with individuals to identify issues.
- Clarifying different points of view.
- Identifying different concerns and priorities.
- Brainstorming solutions.
- Selecting the solution and developing an action plan.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Communication Skills

Course Code PA373

This course presents widely-held principles of effective communications and provides a forum to discuss and practice effective communications skills with other participants in their post- or region-specific environment. After initially discussing the universal rules

and theories of communications, participants take part in exercises involving post-specific scenarios with the goal of improving individual communications skills.

Course Objectives:
- Relate communications theory to effective performance models.
- Apply techniques to create successful communications.
- Practice effective non-verbal communications and listening skills.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:
✓ Active Learning
✓ Active Listening
✓ Oral Communication

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Conflict Management

Course Code PA274

This course provides students with a framework for identifying types of conflicts and common responses, creating a conflict management approach and resolving work conflicts.

Course Objectives:
- Discuss types of conflict situations.
- Identify your preferred response to conflict.
- Identify most appropriate conflict management strategy.
- Apply insights about conflict to real-life conflict situations.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Cross-Cultural Values

Course Code PA275

This course provides students the basis of cultural differences, generic American beliefs and allows them to compare and contrast six cultural dimensions.

Course Objectives:
- Define culture.
- Compare generalizations and stereotypes.
- Brief background on American beliefs.
- Discuss "To Be" and "To Do" cultures.
- Compare and contrast six cultural dimensions.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located overseas. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Customer Service

Course Code PA276

This course provides students the basics of customer service skills, allows them to compare four different service levels and how to solve issues when service cannot be delivered.

Course Objectives:
- Who are our customers?
- Customer perceptions and expectations.
- Four different service levels.
- Moments of truth.
- Obstacles to customer service.
- Techniques for delivering customer service.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Customer Service Training

Course Code PA143

Through this course employees gain the skills necessary to successfully deal with their customers, including co-workers, other Department employees, members of the public and employees of other agencies. This course gives employees insight into why they react to others the way they do so they can more effectively handle all kinds of customer service situations. (See also *PA123 Managing Customer Service*, page 212.)

Course Objectives:
- Identify customers.
- Identify and respond appropriately to customer needs.
- Define what employees can and cannot do to assist their customers.
- Identify preferred style of dealing with people.
- Formulate a positive customer service philosophy and the strategies to carry it out successfully.

OPM Competencies Addressed:
✓ Conflict Management
✓ Customer Service
✓ Interpersonal Skills
✓ Public Service Motivation

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service

Audience: Department of State direct-hire (FS, CS) employees who want to strengthen their customer service skills. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m. Special sessions are available upon request when funded by the requesting bureau.

Minimum/Maximum: 10/25

Domestic Management Officers Seminar

Course Code PA160

This seminar is designed to enrich the management skills and professional competencies of mid-level Department of State employees who are working domestically. Through highly interactive lectures and discussions, written assignments, class projects and presentations, participants increase their knowledge of the Department of State's resource systems, develop their individual management and supervisory skills and learn about the variety of administrative tasks and functional areas within the Department of State. Grounded in the concepts of customer-focused management, the *Domestic Operations Management Officer's Seminar* emphasizes the need to manage for results.

Course Objectives:
- Manage and network for results.
- Manage up, down and across the organization.
- Gain an understanding of the Department's strategic planning and budget process.
- Present concise briefings and write more effectively.
- Negotiate using principled negotiation skills.
- Apply management controls.
- Work within the dual Civil/ Foreign Service personnel systems.
- Manage change and conflict in the workplace.
- Plan how to work effectively with human resources, budget and procurement resource systems.
- Expand knowledge of Department of State acquisitions and property management systems.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Audience: Department of State direct-hire mid-level (FS, CS) employees at the FS-04/02; GS-11/14 level who serve in operations management positions in regional or functional bureaus. Consideration will be given to DoS direct-hire employees at lower grades on a space-available basis. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. For consideration, contact course manager at FSIMGTTR@state.gov. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three one-week sessions are held one week per month over three consecutive months; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/20

E2 Solutions

Course Code PA195-199
See Distance Learning, page 128-129.

eCountry Clearance: Training

Course Code PA471-473
See Distance Learning, page 129-130.

Effective Operational Management

Course Code PA313

This course is designed to provide basic training in State Department management operations for Foreign Service Officers and Specialists who are going overseas to a position in a management section for the first time. Some students will have already served at an overseas post in a different capacity, and some will be new to the State Department.

This course is a prerequisite for the core Facility Management, Financial Management, General Services, and Human Resources tradecraft courses.

Course instructors introduce students to their role as a member of the management team, to the structure of an overseas management section, and to domestic bureaus involved in management issues. They also introduce the Collaborative Management Initiative and how to interact productively with the interagency community. Course instructors provide training in important management skills such as ethics, customer-focused management, situational leadership, managing change, and working with teams. The course includes break-out days for students to learn an overview of management sub-functions other than their own. Students will use computers throughout training to access course materials and to prepare a variety of documents.

Note: Students who have already served overseas in a management section are not required to take PA313.

Course Objectives:
- Identify the structure of a management section overseas and its role within the mission, including its role vis-à-vis other agencies.
- Identify domestic bureaus which interact with posts on management issues.
- Articulate the basic principles of the Collaborative Management Initiative.
- Understand and apply solid management techniques to improve customer service overseas; to adeptly manage change; to improve team dynamics; and to supervise personnel using the most effective leadership style for the situation.
- Understand the basics of ICASS and how to work best with the financial management section.
- Understand the basics of human resources overseas.
- Understand the basics of acquisitions and working with GSOs overseas.
- Understand the basics of facility management functions overseas.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Developing Others
✓ Entrepreneurship
✓ Financial Management
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: A professional-level competency in English at the 4/4 level and basic computer skills, including word processing and use of the OpenNet are required.

Audience: *Primary:* Department of State direct-hire (FS, CS) employees who are going overseas to an assignment within a management section, and who are enrolled in a subsequent management tradecraft course(see listing below). *Secondary:* DoS direct-hire LE Staff at the FSN-07 level and above who are enrolled in a subsequent management tradecraft course (see listing below). *Tertiary:* Other U.S. government agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. The course manager will contact these individuals one month before the scheduled class if there is space available for them to be enrolled.

To Enroll:
- DoS FS employees, apply online or request through HR/CDA.
- DoS FSN employees request prior approval from post HRO and then apply online. HRO should record approval in training request "Training Officer Remarks."
- DoS EFMs, not employed at post, contact DGHR/FLO to arrange enrollment. When approved, apply online.
- Other agency employees submit a funded SF-182 Request for Training to the FSI Office of the Registrar at 703-302-7152.
- See page 2 for further information.

Management Tradecraft Courses:
- *PA211 Financial Management Overseas*
- *PA221 General Services Operations*
- *PA230 Human Resource Management Overseas*
- *PA231 Human Resource Management*
- *PA521 Facility Manager Tradecraft*

Schedule: Five days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/35

Leadership

Course Code PA277

This course provides students the basics of leadership skills, varying styles, and how to use power effectively.

Course Objectives:
- Discuss what makes a good leader.
- Describe varying types of leadership styles.
- Discuss "Situational Leadership" approaches.
- Define five bases of leadership power.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Management Controls

Course Code PA164

See Distance Learning, page 130.

Management Controls Workshop

Course Code PA137

Are you concerned about management controls within your office? In this workshop, participants learn what management controls (internal controls) are and how to apply them effectively in a variety of office operations. Students learn the legislative and regulatory foundation for management controls and the Department of State's management controls practices and structure.

Course Objectives:
- Analyze work processes through process mapping.
- Identify management control failures using GAO standards and techniques as a guide.
- Conduct a management controls review.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Problem Solving

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness

Audience: Department of State direct-hire (FS, CS) supervisors and managers of programs and operations. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m. The morning of the second day is spent in conducting a Management Controls review for the participant's home office.

Minimum/Maximum: 10/20

Management Tradecraft, Overseas

Course Code PA243

This course is designed to prepare management generalists and specialists for management officer positions overseas. The course emphasizes business case analysis, continuous process improvement, planning, and the development of business relationships. In addition, it addresses chief of mission authority, reciprocity and immunity, crisis management, managing information management resources, and other issues falling under the management officer's purview.

Course Objectives:
- Develop competencies to help an overseas management team achieve the section's and mission's overall strategic objectives.
- Manage the management section's role in crisis situations.
- Practice process-oriented management.
- Use teams effectively.
- Use the Mission Strategic Plan and business case analysis and other tools to make sound management decisions.
- Use metrics to measure performance.
- Use continuous process improvement as a management tool.
- Manage up, down and across the organization.
- Use technology to enhance section objectives.

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State experienced Management Officers who have completed at least one of the FSI core Management Tradecraft Courses (GSO, FMO, IMO or HR) and who are currently serving in, or transferring to, an overseas position as MO or head of a subsection within the Management Section (e.g., IMO or GSO of a large mission). This course is also valuable for Principal Officers and DCMs of small posts who have limited management experience. Contact the MTT Division Director at 703-302-6973 for further information. To enroll, DoS students apply online or through HR/CDA (see page 2).

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/20

Management Workshop, Advanced

Course Code PA238

This course is designed for senior management officers and management specialists who have extensive overseas experience and broad general knowledge of the workings of the Department of State and managing an overseas mission. The course is designed to promote discussion of management issues, initiatives and trends, to build senior skill sets in strategic planning, to introduce enterprise architecture and to update managers on recent Department management policies and procedures in order to prepare participants to take on senior managerial roles in the Department and overseas.

Course Objectives:
- Describe innovations and new programs in Department Management.
- Apply strategic planning for section and mission goals.
- Explain use of technology to increase customer service efficiency.
- Identify issues a management section must confront in a crisis.
- Learn how to use performance metrics.

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Technical Skills

Prerequisite: At least one tour overseas in a Management Counselor/Officer position or two tours overseas in different management sub-function positions: General Services, Financial Management or Human Resources.

Audience: Senior Department of State Foreign Service Management Officers and Management Specialists at the FE-MC, FE-OC or FS-01 level and DoS Civil Service employees with at least two tours overseas in administrative management positions or with a special need for this course. *Priority:* Employees who have onward assignments as management counselors or management officers at overseas posts. *Secondary:* Consideration will be given to DoS direct-hire employees at lower grades on a space-available basis. To

enroll, apply online or FS may contact HR/CDA (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Managing Customer Service

Course Code PA123

This course is designed to enhance the skills of managers and supervisors responsible for initiating and implementing exceptional customer service for both internal and external customers. Course activities help participants design and implement a successful customer service system, develop performance standards, measure progress in accomplishing goals and standards and train employees to implement established service standards. (See also *PA143 Customer Service Training*, page 209.)

Course Objectives:
- Develop a service profile for their organizational units based on the nature of the services provided.
- Write clear, concise, observable and realistic performance standards.
- Plan systems that encourage a "customer friendly" work environment.
- Identify reasons for poor or inadequate service.
- Improve communication and team efforts to reverse poor or inadequate service.

OPM Competencies Addressed:
✓ Conflict Management
✓ Customer Service
✓ Interpersonal Skills
✓ Problem Solving
✓ Public Service Motivation

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m. Enrollment closes five working days before class start date.

Special sessions are available upon request when funded by the requesting bureau.

Minimum/Maximum: 12/20

Managing State Projects

Course Code PT208

This intensive workshop provides a solid entry into the field of project management, including critically useful terminology, the key phases of the project management cycle and application of proven techniques in each phase. Course design includes lecture, discussion and hands-on exercises.

Course Objectives:
- Describe the ten elements of project management.
- Balance the competing demands of technical, schedule and cost performance.
- Apply project management techniques to a typical project.
- Use project management techniques to foster teamwork.

OPM Competencies Addressed:
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Operational Effectiveness
✓ Team Building
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are project managers or team members. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. All agency Foreign Service Nationals require prior approval of course manager. To enroll, DoS apply online or FS may contact HR/CDA; FSNs, once approved, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

The course can be customized to meet the needs of your bureau or office. Contact the course manager at 703-302-6982 for further information.

Schedule: Five days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 15/25

Managing State Projects, Executive Overview to

Course Code PT209

This course is designed for executives who supervise project managers. Through lecture and discussion, the seminar provides an overview of the project management cycle and project management principles and techniques. Emphasis is placed on the executive's role in each phase of a project's lifetime.

Course Objectives:
- Explain the executive's role in managing State projects.
- Describe the ten elements of project management.
- Identify the most common reasons for project success and failure.

OPM Competencies Addressed:
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Team Building

Recommended Preparation: The executive's employees should take *PT208 Managing State Projects*, page 212.

Audience: Department of State direct-hire (FS, CS) executives, whose employees manage complex projects. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/15

Managing Up

Course Code PA278

This course provides students the basics of managing their relationships with their bosses and developing appropriate strategies of cooperative manager-employee relations.

Course Objectives:
- Review the environment at State.
- Recognize why managing up is a critical DoS skill.
- Discuss how to create effective working relationships with your manager and colleagues.
- Describe appropriate strategies for real life manager-employee situations.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Motivation

Course Code PA279

This course provides students the basics of motivation theories, understanding what motivates individuals at work and managing to motivate.

Course Objectives:
- Discuss the formula for performance.
- Explore what motivates your employees.
- Discuss how to effectively use your position to motivate employees.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Passport Operations Officer Seminar

Course Code PA205

This course is intended to provide employees, through highly interactive presentations and discussions and written and oral assignments, knowledge of the Department of State's resource systems. The course is designed to develop individual management skills and to familiarize students with a variety of administrative tasks and functions within the Department of State. The class is grounded in the concepts of customer-focused management and emphasizes the need to manage for results.

Course Objectives:
- Manage with the customer in mind.
- Network to work effectively in the Department.
- Present organized and succinct oral briefings.
- Create a process map.
- Set up internal management controls.
- Plan how to get the most out of personnel, budget and procurement resource systems.
- Increase understanding of domestic acquisitions and property management.
- Manage up, down, and across the organization.
- Manage administrative response to domestic crisis situations.
- Manage one's career in the Civil Service.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

Prerequisite: A professional-level competency in English at the 4/4 level.

Audience: Department of State Civil Service employees located at U.S. Passport Offices and Operations Officers at the GS-11/14 level who serve in administrative management positions. Registration is restricted to Passport Services employees. To enroll, apply online.

Schedule:

Minimum/Maximum: 12/20

Planning

Course Code PA280

This course provides students the basics of strategic planning, event planning and the performance management cycle.

Course Objectives:
- Understand the benefits and obstacles to good planning.
- Understand how you can effectively plan annual and short term events.
- Learn how to apply principles of the performance management cycle.

OPM Competencies Addressed:
✓ Customer Service
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, LE Staff) employees who are located at overseas posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS

apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Post Duty Officer Responsibilities, Introduction to

Course Code PA404
See Distance Learning, page 130.

Post Management Officer Tradecraft

Course Code PA335

This course provides basic training for new Post Management Officers serving for the first time in a Washington regional bureau executive office. Instructors introduce students to the role of the PMO, to regional executive and post management resources, and to post management processes. Topics covered include an overview of the State Department and its key principals including the Management family; the roles of others in a regional EX; functions of and key contacts in the Overseas Buildings Office; recent developments by the Regional Initiatives Council and the Collaborative Management Initiative; budget issues from the Washington perspective; new and departing Chief of Mission liaison and support; working with M, the 7th Floor, and Legal; NSDD-38 requests and position additions; inter-agency coordination; crisis management and task forces; the K fund as related to evacuations, gifts and other uses; Foreign Service National/LE Staff issues from recent surveys; and the role of the PMO in inspections by the Office of the Inspector General. Instructors introduce students to the applicable regulations and procedures and guide them through case studies and other practical exercises. Students will be expected to use computers to access the increasing number of online resources, procedures, and regulations during training.

Course Objectives:
- Define the role of the PMOs within the regional EX bureaus.
- Prepare typical post management documents and move paper for clearances.
- Describe the function of the key bureaus and offices PMOs use to support their posts.
- Explain the PMOs' responsibilities to the posts in their portfolios, and how they can contribute to interagency and interdepartmental cooperation.
- Identify resources.
- Describe how the NSDD-38 process works and when it should be applied.
- Explain how and under what circumstances the K Fund can be tapped.
- Explain the role of the PMO in special post and Department circumstances such as evacuations, OIG investigations, and Task Forces.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Integrity/Honesty
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Audience: *Primary* – Department of State Management Officers embarking on a first tour as a post Management Officer in a regional executive office. *Secondary* – DoS direct-hire post management support staff. To enroll, DoS apply online or FS may contact HR/CDA; (see page 2).

Schedule: Four days, 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/25

Protecting Personally Identifiable Information

Course Code PA459
See Distance Learning, page 131.

Team Building

Course Code PA282

This course provides students the basics of team dynamics and the roles members play, tools for promoting cooperation, and techniques to stimulate team performance.

Course Objectives:
- Discuss inner workings of teams and roles members play.
- Review tools for facilitating interaction between team members.
- Apply team techniques in practical applications.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Customer Service
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Audience: Department of State direct-hire (FS, LE Staff) employee at posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Time Management

Course Code PA283

This course provides students the basics of organizing and prioritizing time tasks, dealing with changes in schedules, and moving forward on projects.

Course Objectives:
- Organize and prioritize schedules.
- Deal effectively with interruptions.
- Identify which tasks can be delegated.
- Develop flexibility in dealing with crises.
- Know when to let a task go and move on.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Customer Service
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Teamwork

Prerequisite: Students must have a professional-level competency in English at the 3/3 level.

Audience: Department of State direct-hire (FS, LE Staff) employees at posts. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; (see page 2).

Schedule: By request. Contact FSI's Regional Training Coordinator at 703-302-6758/7135 to request training.

Minimum/Maximum: 12/20

Web.PASS Visitor Management

Course Code PA428

See Distance Learning, page 131.

These courses provide high-quality negotiation training for Foreign Service Officer, Foreign Service National and Civil Service employees of the Department of State, and on a reimbursable basis representatives of other foreign affairs and national security agencies. Our students leave our courses better able to represent American national interests whether they are stationed abroad, serving on a U.S. delegation or assigned domestically.

Political courses are listed under three main catalog themes:

- Global and Multilateral Issues, page 152.
- Negotiation, page 216.
- Political Training, page 227.

Negotiation courses are listed alphabetically with this section. Please see the main table of contents or the index for a complete course listing.

Advanced International Negotiations

Course Code PP515

For course information, call 703-302-7184.

This course is for graduates of *PP501 International Negotiation: Art and Skill* who would like additional training in negotiation theory and practice. It is tailored for U.S. government officers working as part of a negotiating team dealing with foreign counterparts. Students learn through lecture, case studies, practical exercises and a role-play simulation that focus on problems typical of complex international bilateral and multilateral negotiations.

Course Objectives:

- Practice negotiating on a range of complex international issues.
- Analyze negotiating problems aided by coaching and mentoring.
- Apply problem solving experiences to the preparation of negotiating teams.
- Use strategies and techniques to enhance effectiveness in complex bilateral and multilateral negotiations.
- Address the role of non-state actors in international negotiations.

OPM Competencies Addressed:

✓ External Awareness
✓ Influencing/Negotiating
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:

✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Team Building

Prerequisite: *PP501 International Negotiation: Art and Skills*, page 216.

Audience: Department of State direct-hire (FS, CS) employees at the FS-02/01; GS-14/15 level who have negotiating experience. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/20

International Negotiation: Art and Skills

Course Code PP501

For course information, call 703-302-7184.

The course focus is international negotiations. Students are provided an in-depth opportunity to increase proficiency in negotiations at the interagency and international levels. An "interest-based" and "cross cultural" approach for understanding the dynamics of the negotiation process is stressed. Through simulation exercises, students practice foreign policy related negotiating skills required in interagency and international settings.

Course Objectives:

- Work with a core model of negotiation.
- Appreciate the dynamics of the relationships between and within delegations, and between delegations and those that sent them to the negotiating table.
- Communicate more effectively across cultures, with different "thinking styles" and with team members.
- Persuade and practice active listening.
- Systematically prepare for a negotiation and recognize the critical phases of the process.
- Practice skills in a variety of role-play and interactive exercises.

OPM Competencies Addressed:

✓ External Awareness
✓ Influencing/Negotiating
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:

✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees at the FS-04/01; GS-09/15 level. Senior officials are also welcome. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 16/24

Negotiating in the Workplace

Course Code PT253

Drawing on the principles of the Harvard Negotiation Project and the book "Getting to Yes," this interactive course will provide the knowledge and skills you will need to conduct effective interpersonal negotiations in the workplace.

Course Objectives:

- Utilize an interest-based model for negotiating in the workplace.
- Prepare for negotiations with colleagues, supervisors and interagency counterparts.
- Practice strategies for one-to-one negotiations and working across cultures.
- Deal with obstacles that can interfere with achieving negotiated agreements, including how to handle difficult tactics.
- Prioritize tasks in a negotiation by breaking down bigger issues into manageable pieces.

OPM Competencies Addressed:

✓ Conflict Management
✓ Decisiveness
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:

✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment

✓ Oral Communication
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) managers at the FS-04; GS-11 level or higher. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Regional Multilateral Negotiations

Course Code PP523

This course focuses on the types of negotiation practices and tactics that negotiators face in multilateral forums such as NATO, the OPCW, IAEA, UNESCO, OECD, UN Human Rights Council, IMO, Conference on Disarmament, OSCE, and the EU. Officers will hone their negotiating skills through practical exercises and course content that highlight negotiation strategies and concepts for the multilateral environment. The course objectives below describe how course sessions will focus on the critical skills.

Course Objectives:
- Operating in a multilateral forum (coalition building, reaching consensus, group dynamics, working with international organizations and their staffs).
- Compelling listening techniques to understand what other delegations are seeking and what Washington expects.
- Persuading at all levels (within the delegation, with other delegations with Washington).
- Presenting and advancing proposals; building support for the U.S. position (at and away from the table).
- Negotiating texts; defending against difficult tactics.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees directly engaged in multilateral negotiations who are posted to U.S. missions, to international organizations or who otherwise regularly represent the U.S. in multilateral fora. Other agency employees who meet the above-stated requirements may attend on a space-available, reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: First three days: 9:00 a.m. to 4:00 p.m. Last day: 9:00 a.m. to noon.

Minimum/Maximum: 10/18

The Office Management Training Division offers a range of courses that focus on the skills and abilities essential to meeting mission and bureau requirements. While a few of the office management and office support courses are of a specialized nature and are relevant for a relatively small group of employees, many of the courses are appropriate for a wider audience including: Civil Service, Foreign Service and LE Staff employees from the Department of State and, on a reimbursable basis, other agency employees. The target audience includes Department of State direct-hire employees whose primary function will not be in management but who could benefit from coursework that emphasizes important areas of office management including professionalism, team building, customer service, technical and communication skills.

OMT courses are listed in the catalog in the following sections:

- Office Management, page 218.
- Communications and Public Speaking, page 38.
- Distance Learning, page 131.
- Leadership/Management, page 172.

Office Management courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Better Office English: Oral

Course Code PK226

See Communications and Public Speaking, page 38.

Career Builders: Communication Skills

Course Code PK209

See Communication and Public Speaking, page 38.

Civil Service Office Support Essentials

Course Code PK104

This course prepares Civil Service Office Support Professionals to work effectively in the Department of State. Sessions include Department structure and culture, correspondence preparation, proofreading, time management, telephone techniques and professional development.

Course Objectives:

- Analyze the structure and culture of the Department of State.
- Prepare Department correspondence in accordance with the 5FAH.
- Identify professional development opportunities.

OPM Competencies Addressed:

✓ Continual Learning
✓ Customer Service
✓ Interpersonal Skills
✓ Resilience
✓ Technical Credibility

Prerequisite: *PK324 TAGS and Terms*, page 132.

Audience: Department of State Civil Service Office Support Professionals. To enroll, apply online.

Schedule: Nine days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/20

Civil Service Office Support Professionals Program

Course Code PK206

This program is for experienced Office Support Professionals who are seeking advanced standards of professionalism and methods for implementing those standards. Based on a university model, this integrated program addresses the many facets of workplace dynamics including personal leadership, team building, diversity, conflict management and wellness for peak performance. The program is intense and highly interactive. The participants' supervisors and/or mentors also play a vital role in developing relevant work assignments that will reinforce newly acquired competencies and provide feedback to their employees.

Course Objectives:

- Enhance written and oral presentation skills.
- Operate as a member of a high-performing team.
- Practice active listening and use assertive communication skills.
- Use problem solving skills.
- Manage careers using various planning and implementation strategies.

OPM Competencies Addressed:

✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Flexibility
✓ Influencing/Negotiation
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Resilience
✓ Team Building
✓ Written Communications

Recommended Preparation: *PK104 Civil Service Office Support Essentials*, page 218, or equivalent training.

Audience: Department of State Civil Service Office Support Professionals, at the GS-04 level and above, who have at least two years of Department experience. To enroll, apply online.

Schedule: Nineteen days over twelve weeks; 8:45 a.m. to 4:00 p.m.

Minimum/Maximum: 12/20

Contact Database User Training

Course Code PK247

Making and maintaining contact with host-country government officials, nationals, and members of the Diplomatic Corps is an integral part of the Department's mission. The *Contact* application allows a post to collect data on individuals and use that data to generate various reports, such as postal labels and guest lists. The purpose of the course is to teach the participants the proper use of the Contact management application, including consistency of data entry, creating and editing persons' records and events, and various standard and custom reports.

Course Objectives:

- Create and edit records of individual persons and events.
- Generate guest lists, postal labels for mass mailings, individual and bulk e-mails, and seating charts.
- Track invitations received and gratuities given and received.
- Create custom reports.
- Filter large lists based on various criteria to reach a specific audience.

OPM Competencies Addressed:

✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:

✓ Job Information
✓ Professional Expertise

✓ Relationship Building and Representational Skills
✓ Technical Skills

Prerequisite: A professional-level competency in English proficiency speaking and comprehension at the 3/3 level.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/18

E2 Solutions: Training

Course Codes PA195, PA198, PK196-197
See Distance Learning, page 128-129.

Files and Records Management

Course Code PK207
Classroom/Online

Each Department of State employee is responsible for records management in accordance with federal law and Department policy. In this course, you will learn the rules and regulations that apply to Department of State records management and how to apply them to documents and files you create, maintain, and retire or destroy.

Course Objectives:
- Identify the legal requirements that apply to records management.
- Distinguish between records and non-records.
- Differentiate records management roles and responsibilities.
- Analyze the life-cycle of records.
- Adopt good records management practices.
- Apply records retirement procedures.
- Anticipate changes to records management.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Security, including Management of Sensitive and Classified Materials, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: *TAGS and Terms*, page 132.

Exam Requirement:
Classroom: Students complete a series of exercises and assessments to demonstrate mastery of course objectives.
Online: Students must complete an exam with a final score of 80% or better.

Audience: Department of State (FS, CS, LE Staff) employees. This is a "State specific" course open to third-party contractors who have a job-related need in Department of State files and record management. To enroll, DoS/Non-DoS apply online or through HR/CDA; (see page 2).

Schedule:
Classroom: One day, 9:00 a.m. to 4:00 p.m.
Online: Students have 90 days to complete this two-hour course.

Minimum/Maximum: 10/20

Foreign Service National Regional Secretarial Seminar

Course Code PK335

Foreign Service National Office Assistants apply the principles and techniques of quality customer service and time management, use correct formatting for Department correspondence and use specific office management skills. Participants will share key concepts with colleagues and supervisors at post.

Course Objectives:
- Explore the mission and structure of the DoS.
- Work cross culturally.
- Refine customer service skills.
- Manage time effectively.
- Navigate the intranet, externet and Internet.
- Apply TAGS & Terms.
- Format correspondence, memos, diplomatic notes, congressionals and cables.
- Train the Trainer.
- Develop an Action Plan.

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Information Gathering
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills
✓ Workplace Perception

Recommended Preparation: A professional-level competency in English speaking and comprehension at the 3/3 level is recommended.

Audience: Department of State direct-hire Foreign Service Nationals at the FSN-05/08 level who are responsible for a wide variety of administrative, technical and secretarial duties. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/20

Foreign Service Office Management Specialist Training For Entering Personnel

Course Code PK102

Through a series of hands-on activities, guest speakers, and technical instruction, participants are introduced to the culture of the Foreign Service and to the skills needed to be successful Office Management Specialists. The course provides realistic first-hand experience to reinforce the material presented. Office Management Specialists learn the fundamental skills required including "TAGS & Terms," formats for Department of State correspondence, management of official records, and the use of many tools to facilitate their work. Students are also required to maintain the classroom as a controlled access area, prepare and deliver a country presentation, learn fundamental protocol skills, and receive specialized briefings either at Diplomatic Security Headquarters or at the Country Desk.

Course Objectives:
- Develop career management strategies.
- Prepare all forms of correspondence using correct State Department format.
- Apply Diplomatic Security guidelines to safeguard sensitive and classified material.
- Prepare a country presentation about strategic goals for embassy section.
- Use a variety of online systems to support embassy mission.

- Apply correct protocol guidelines when planning and attending official social events.
- Apply USG regulations and procedures to office functions such as filing, timekeeping, reimbursement claims and travel planning.
- Use the TAGS and Terms system.

FS Precepts Addressed:
✓ Community Service and Institution Building
✓ Crisis Management Skills
✓ Customer Service
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Relationship Building and Representational Skills
✓ Security, including Management of Sensitive and Classified Materials, Information and Infrastructure
✓ Technical Skills
✓ Workplace Perceptiveness
✓ Written Communication

Audience: Department of State new-hire Foreign Service Office Management Specialists. Enrollment by assignment only through HR/CDA.

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/20

Foreign Service National Office Communications: Oral and Written

Course Code PK227
See Communication and Public Speaking, page 39.

Job Savvy: Skills for Workplace Success

Course Code PK146

The day-to-day responsibilities and interactions in the workplace require fundamental interpersonal skills. The goal of this course is to develop critical job survival skills that will increase effectiveness, productivity, job satisfaction, and the ability to resolve issues or problems successfully.

Course Objectives:
- Complete self-esteem assessment and identify its influence on career success.
- Implement personal techniques for managing anger and stress.
- Map career progression strategies and self-development goals.
- Identify behaviors critical to workplace success.

OPM Competencies Addressed:
✓ Continual Learning
✓ Interpersonal Skills
✓ Resilience
✓ Strategic Thinking

FS Precepts Addressed:
✓ Active Learning
✓ Decision-Making and Judgment
✓ Innovation
✓ Leadership and Management Training
✓ Professional Standards
✓ Workplace Perceptiveness

Audience: Department of State experienced Civil Service Office Support Professionals and Foreign Service Office Management Specialists. To enroll, apply online or through HR/CDA (see page 1).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Managing Up: Linking Support and Supervision

Course Code PK305
See Leadership/Management, page 172.

New Ways to Problem Solve

Course Code PK330

New Ways to Problem Solve is designed for senior FS Office Management Specialists and CS Office Support Professionals who have served overseas. The program is built around the skills of problem solving, negotiations, project management and enhancing your circle of influence. Course materials allow participants to apply and reinforce the important skills and knowledge critical to effective office management.

Course Objectives:
- Enhance problem solving skills.
- Develop negotiation skills.
- Develop project management skills.
- Expand circle of influence.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Workplace Perceptiveness

Recommended Preparation: *PK302 Professional Development Seminar for Foreign Service Office Management Specialists*, page 221, or *PK206 Civil Service Office Support Professionals Program*, page 218.

Audience: Department of State tenured FS Office Management Specialists at the FP-07/03 and career status CS Office Support Professionals at the GS-06/11 level who have at least two years of experience in the Department. To enroll, apply online or FS may contact HR/CDA.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

OMS Front Office Skills

Course Code PK340

This course is designed for Office Management Specialists who serve, or who will serve, in the front office of an embassy or consulate and whose primary duties are to provide leadership to support the ambassador or DCM in accomplishing the post mission and to provide leadership of the OMS community at post. The course provides an overview of the role of the OMS in the front office and focuses on the development of leadership, team building and negotiations skills required to work effectively with internal teams and external representatives.

Course Objectives:
- Develop entry strategy for initial meeting with Ambassador/DCM to define working relationship and individual preferences.
- Enhance managerial skills for front office.
- Develop leadership role as FO OMS to build teams with the (internal) FO team, embassy sections and OMS team.
- Develop leadership role as a link to U.S. agencies and foreign government contacts.

- Enhance staff assistant skills in tasking, tracking and documentation to enhance effectiveness of the front office.
- Develop skills to supervise Protocol Assistant in matters of protocol and representational events.
- Recognize and apply ethics in issues related to front office work.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Relationship Building and Representational Skills
✓ Team Building

Prerequisite: *PK102 Foreign Service Office Management Specialist Training for Entering Personnel*, page 219.

Audience: Department of State direct-hire FS Office Management Specialists who are currently assigned to the front office or who may be assigned in the future; DoS CS employees on a TDY tour overseas assigned to a front office; DoS direct-hire LE Staff assigned to an overseas front office. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

OMT - 7 Habits of Highly Effective People

Course Code PK216

The "7 Habits" course provides the foundation to strengthen the human side of performance at the personal, managerial and organizational levels. The training will equip Foreign Service and Civil Service office support employees with the tools and skills to work at the highest levels of effectiveness, both with and through others. Participants will examine their behaviors and learn to use their personal strengths and awareness for more collaborative working relationships.

Course Objectives:
- Identify the principles underlying personal and interpersonal effectiveness.
- Apply "win-win" thinking and empathetic communication skills.
- Develop steps to achieve post-course applications of the "7 Habits" principles.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) office personnel. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Pathways to Success

Course Code PK111

Can human personality be explained? Validated scientific studies have proven that individuals have personality preferences. During this seminar, participants take an in-depth look at their different personality types and how their preferences can complement each other in the workplace and other settings. Using the Myers-Briggs Type Indicator, the seminar provides opportunities and tools to evaluate and value individual strengths and preferences. The seminar activities are immediately applicable in the workplace.

Course Objectives:
- Complete individual MBTI instrument.
- Use creative problem solving tools in relation to personality types.
- Recognize the mutual benefits of different personality types in the work environment.
- Identify practical ways to apply course concepts back in the office.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Openness to Dissent
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State FS Office Management Specialists and CS Office Support Professionals at the FP-06; GS-06 or higher level who have two years of experience in the Department. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis.To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days offsite.

Minimum/Maximum: 12/16

Professional Development Seminar for Foreign Service Office Management Specialists

Course Code PK302

This course empowers Foreign Service Office Management Specialists to be self-directed learners and enables them to operate more effectively in a variety of roles.

Course Objectives:
- Edit both your own and others' writing.
- Write a concise narrative that includes all the components of an effective Employee Evaluation Report.
- Demonstrate effective public speaking skills in an overseas public outreach scenario.
- Conduct an effective and successful telephone job interview.
- Identify areas for growth in relation to the components of emotional intelligence.
- Identify Departmental trends affecting the work of the OMS.

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation

✓ Public Outreach
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: Completion of one tour.

Audience: Department of State FS Office Management Specialists and Senior CS Office Support Professionals who have completed a TDY overseas tour. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Protocol Assistants Workshop

Course Code PA267

This workshop is designed for locally employed staff protocol assistants and for office management specialists at small embassies or consulates. The objective of the workshop is to improve protocol assistants' knowledge of the basics of protocol, including diplomatic ranking, flag etiquette, seating arrangements, invitation cards and receiving lines.

Course Objectives:
- Define protocol and describe its importance in the Department.
- Examine current protocol issues in the Department.
- Recognize protocol regarding the ethics of acceptance of gifts.
- Work with their Management Sections to plan and implement events according to protocol standards.
- Demonstrate skill in managing up when working with their front offices.
- Demonstrate appropriate methods of addressing and introducing others.
- Explain protocol in regard to appropriate dress/attire.
- Apply protocol standards for developing invitations.
- Create appropriate seating arrangements.
- Manage database for contacts.
- Develop and apply an action plan for implementation upon returning to Post.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ Written Communication

Prerequisite: A professional-level competency in English proficiency in speaking and comprehension at the 4/4 level.

Audience: Department of State direct-hire Office Management Specialists and DoS direct-hire LE Staff Protocol Assistants. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

TAGS and Terms

Course Code PK324
See Distance Learning, page 132.

Travel Documents Processing: Practical Application

Course Code PK205

Participants practice skills needed to prepare TDY travel documents including authorizations, amendments and vouchers. Participants have the opportunity during the course for hands-on practice preparing travel-related documents using the Department's travel management software. Participants will prepare documents in accordance with rules and regulations contained in the 14 FAM and the Federal Travel Regulations.

Course Objectives:
- Prepare travel related documents using Department's automated travel management software.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Operational Effectiveness
✓ Technical Skill

Recommended Preparation: *PK196 E-2 Solutions: Travel Arranger*, page 129.

Prerequisite: *PK195 Travel Policies and Procedures for Domestic Offices*, page 132, or *PA244 Travel Policies and Procedures at Post*, page 119.

Audience: Department of State direct-hire employees (FS, CS) who make TDY travel arrangements and prepare travel-related documents using Department travel management software. This is a "State specific" course open to third-party contractors who have a job-related need to process DoS travel documents as defined above. To enroll, DoS/Non-DoS apply online or through HR/CDA.

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/16

Travel Policies and Procedures for Domestic Offices

Course Code PK195
See Distance Learning, page 132.

The Orientation Division offers specialized Orientation courses for all new employees of the Department of State. Enrollment in these courses is limited to new State Department employees. The Washington Tradecraft course is designed for Foreign Service Officers assigned to Washington for the first time and others whose positions require a great deal of interbureau or interagency collaboration. The Diplomatic History course is designed to help Department of State Civil Service and Foreign Service employees understand the establishment and evolution of U.S. diplomacy from 1776 to the present.

Orientation courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Diplomatic History of the United States

Course Code PG135
For information, call 703-302-6996.

This course introduces participants to key events and currents in diplomatic history and to the roles of interagency players, including the President, National Security Council, State Department and Congress, in the development of U.S. foreign policy.

Course Objectives:
- Discuss key trends in the history of U.S. diplomacy.
- Describe the roles of various U.S. government agencies in the development and execution of foreign policy.
- Discuss the evolution of the U.S. role in multilateral diplomacy.
- Identify specific events and eras that produced shifts in American diplomacy.
- Identify the roles, responsibilities, and impact of U.S. government officials and agencies throughout U.S. history in the formation of diplomatic practices and policies.
- Identify lessons learned from U.S. diplomatic history that can inform current U.S. foreign policy formulation.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/30

Introduction to Working in an Embassy

Course Code PN113
See Distance Learning, page 132.

Orientation for Civil Service Employees

Course Code PN127
For information, call 703-302-6996.

This course introduces new Department of State Civil Service employees to the Department of State's structure and mission. Topics cover four broad themes: 1) the organization of the Department of State; 2) core competencies and professional development; 3) rights and responsibilities and 4) common mission and esprit de corps. This course is mandatory for all new Department of State Civil Service employees.

Course Objectives:
- Explain the Department's structure and role in the foreign affairs community.
- Explain the Department's Civil Service career development program.
- Outline employee responsibilities.
- Explain personnel policies.
- Foster EEO awareness.
- Enhance leadership and interpersonal skills.
- Promote oral and written communication skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Technical Credibility
✓ Written Communication

Audience: Department of State new-hire Civil Service employees. To enroll, DoS students apply online (see page 1).

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/65

Orientation for Foreign Service Officers

Course Code PG101
For information, call 703-302-6996.

This course introduces participants to the profession of diplomacy, the work of foreign affairs agencies and the mission of the Foreign Service. It is mandatory for all new Foreign Service Generalists.

Course Objectives:
- Explain the structure and mission of the Department of State and introduce the core skills required of a diplomat.
- Help participants prepare for the practical demands and rigors of Foreign Service life.
- Enhance among participants a sense of professionalism, responsibility, service and esprit de corps.
- Develop an understanding of the terms of employment and the goals of the career development system.
- Understand the skills needed to participate in a workplace where all employees, regardless of culture and background, contribute to the success of the mission.

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Openness to Dissent
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Written Communication

Audience: Department of State new-hire Foreign Service Officers. Enrollment through HR/REE only.

Schedule: Six weeks; 8:00 a.m. to 5:00 p.m., Room F-2328.

Minimum/Maximum: 15/98

Orientation for Foreign Service Specialists

Course Code PN106
For information, call 703-302-6996.

This course introduces new Foreign Service Specialists to the work of the Department of State, the profession of diplomacy and the practical demands of life and a career in the Foreign Service. It is mandatory for all new Foreign Service Specialists.

Course Objectives:
- Introduce the profession of diplomacy, the mission, structure and resources of the Department of State, and the many career specializations within the Foreign Service.
- Prepare for the demands and rigors of Foreign Service life throughout one's domestic and overseas career.
- Stress the importance of professionalism, responsibility, and service for a Foreign Service Specialist.
- Understand the terms of employment and the goals of the career development system.
- Understand the skills needed to participate in a workplace where all employees, regardless of culture and background, contribute to the success of the mission.
- Enhance the core skills (writing, public speaking, management, communications and interpersonal) required of a Foreign Service Specialist.
- Promote esprit de corps within and across career specializations to reinforce the "one team" concept.

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Written Communication

Audience: Department of State new-hire Foreign Service Specialists. Enrollment through HR/REE only.

Schedule: Three weeks; 8:15 a.m. to 5:00 p.m. Occasional daily field trips will require an earlier start and/or a later conclusion.

Minimum/Maximum: 15/90

Orientation for Presidential Management Fellows

Course Code PN120
For information, call 703-302-6996

This course introduces new Department of State Presidential Management Fellows to the organization and mission of the Department of State. Topics addressed include: 1) the organization of the Department of State; 2) core competencies and professional development; 3) PMFs' rights and responsibilities and 4) common mission and esprit de corps. This course is required for all new Presidential Management Fellows.

Course Objectives:
- Explain the Department's structure and role in the foreign affairs community.
- Explain the Department's Civil Service career development program.
- Outline employee responsibilities.
- Explain PMF program policies and requirements.
- Foster EEO awareness.
- Enhance leadership and interpersonal skills.
- Promote oral and written communication skills.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy
✓ Written Communication

Audience: Department of State new Presidential Management Fellows. To enroll, DoS students apply online (see page 1).

Schedule: Four days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/60

Orientation to State Overseas

Course Code MQ119
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This orientation program provides an overview of the key components of overlap between Department of State-provided services and the programs of other agencies. It is designed for employees, family members, and members of household, and provides a basic orientation to critical commonly-accessed services. The course also empowers participants to effectively research posts of assignment and to prepare for effective entry into foreign affairs communities through providing a primer on using the Overseas Briefing Center as well as an introduction to diplomatic protocol.

The course provides for a basic understanding of medical support, employee consultation services, the role of the Family Liaison Office, and support for the educational needs of children, including those with special needs. The program also provides an introduction to the Foreign Service Institute.

Course Objectives:
- Develop an understanding of the services available through the Department of State for employees, family members and members of household.
- Develop an awareness of the role and procedures of diplomatic protocol.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Relationship Building and Representational Skills
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS CS) employees and adult eligible family members, and members of household of DoS FS employees. Other foreign affairs agency employees and their adult EFMs and MOHs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m., weekdays.

Minimum/Maximum: 20/100

Washington Tradecraft

Course Code PT203

For information, call 703-302-6996.

Washington Tradecraft is a recommended course for Foreign Service Officers and Specialists returning for their first domestic tour of duty in the Department of State. This course is also available to Civil Service employees and Presidential Management Fellows whose positions require inter-bureau, or interagency collaboration. The goal of the course is to help students learn how to be effective players in the Washington arena.

Course Objectives:

- Describe the role of the Department of State in foreign policy development and implementation.
- Explain the relationship of the Department to other federal agencies and to Capitol Hill.
- Outline how to navigate the intra-Department and interagency clearance process.
- Explain how work is done in the Department.
- Foster Equal Employment Opportunity.

OPM Competencies Addressed:

✓ Influence/Negotiation
✓ Oral Communication
✓ Political Savvy
✓ Written Communication

FS Precepts Addressed:

✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Openness to Dissent
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Written Communication

Audience: Department of State Foreign Service employees preparing to serve their first tour in Washington, D.C., and mid-level Civil Service employees at the GS-11 and above level. It is suggested that officers take the course during the first three months after returning to Washington. Other agency employees who meet the above state requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Four days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

The commitment of the Department of State to the well-being of personnel and their families living at overseas posts is manifested in its support of Community Liaison Office Coordinators. The CLO serves U.S. government employees and family members assigned to American Embassies and Consulates abroad. The CLO program includes orientation-to-post activities, cultural and recreational programs, dissemination of information, guidance and referral, and assistance with security, education, and employment for family members, all of which aim to increase morale at post. The Family Liaison Office manages the program worldwide, providing training, program and staffing guidance, resources and advocacy.

Professional Development for CLO (Regional)

Course Code PD545

This course is designed for new Community Liaison Office Coordinators to examine the responsibilities of their position and to develop program management skills.

Course Objectives:
- Define the role of CLO as a professional member of the Administrative team.
- Clarify the CLO's role in eight important areas of responsibility.
- Address regional issues and concerns.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Influencing/Negotiating
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Written Communication

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication

Prerequisite: Participants must be working as a CLO at post.

Audience: Department of State direct-hire (FS, CS, LE Staff) new-hire employees serving as Community Liason Office Coordinators. Other agency employees who meet the above stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 18/25

Professional Development for CLO (Worldwide)

Course Code PD515

This course is designed for new Community Liaison Office Coordinators to examine the responsibilities of their position and to develop program management skills.

Course Objectives:
- Define the role of CLO as a professional member of the Administrative Management team.
- Clarify the CLO's role in eight important areas of responsibility.
- Utilize knowledge of resources available in Washington, D.C. and at post to achieve program objectives.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Influencing/Negotiating
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Written Communication

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication

Prerequisite: Participants must be working as a CLO at post.

Audience: Department of State direct-hire (FS, CS, LE Staff) new-hire employees serving as Community Liason Office Coordinators. Other agency employees who meet the above stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 30/35

The Political Training Division provides high-quality tradecraft and issue-specific training for Department of State Foreign Service Officers, Civil Service and Foreign Service National employees and on a reimbursable basis, representatives of other foreign affairs and national security agencies. Our students leave our courses better able to represent American national interests whether they are stationed abroad, serving on a U.S. delegation, or assigned domestically. We improve the basic skills of our junior and mid-level officers by focusing tradecraft courses on proven, job-specific methods and techniques for achieving key objectives.

Political courses are listed under main catalog themes:

- Global and Multilateral Issues, page 152.
- Negotiation, page 216.
- Political Training, page 227.

Courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Advanced International Negotiations

Course Code PP515

See Negotiations, page 216.

Arms Control and Nonproliferation

Course Code PP203

For course information, call 703-302-7184.

This course brings together an array of subject matter experts to provide an authoritative, condensed and practical overview of the dynamic area of contemporary arms control, nonproliferation and verification. Presentations by experts in and outside government review recent developments and suggest links to historical approaches to national security policy. Interagency speakers discuss the work of our sister agencies and methods for stronger collaboration in this challenging field. Other segments highlight current negotiations on arms control, pressing regional threats, and case studies featuring successes and failures in arms control and nonproliferation. The course culminates in an interactive policy planning exercise during which students have the opportunity to work with their colleagues from across government to address current policy challenges.

Course Objectives:

- How arms control and nonproliferation fit into current national security policy.
- Contemporary implementation and verification issues.
- Emerging policy priorities.
- NGO perspectives.
- Strengthening interagency collaboration in arms control and nonproliferation, verification and compliance.
- Major multilateral arms control and nonproliferation fora and issues.
- Current weapons of mass destruction threats.

OPM Competencies Addressed:

✓ Continual Learning
✓ External Awareness
✓ Influencing/Negotiating

FS Precepts Addressed:

✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Clearance: SECRET. Clearance must be indicated on training form.

Audience: Department of State direct-hire (FS, CS) employees at the FS-04/01; GS-09/15 level. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Biotechnology and Global Challenges: Trade, Food Security, Energy and Climate Control Change

Course Code PE150

See Economic and Commercial Studies, page 146.

Combating Terrorist Financing

Course Code PE141

See Economic and Commercial Studies, page 148.

Congressional Relations

Course Code PP204

For course information, call 703-302-7184.

The Congressional Relations course examines the role of Congress in the foreign policy process and how domestic pressures affect the manner in which that role is carried out. Meetings with Executive Branch personnel who work with Congress, sessions with outside experts, and discussions with Legislative Branch representatives, provide an overview of the State Department's relations with Congress on foreign policy issues. Primary focus is on foreign policy and other issues of direct relevance to the Department of State.

Course Objectives:

- How the Department of State is structured to deal with Congress.
- The role and function of the Congress in foreign affairs.
- The authorization and appropriation process.
- The role of congressional staffers and their relations with the Executive Branch.

OPM Competencies Addressed:

✓ External Awareness
✓ Political Savvy

FS Precepts Addressed:

✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees at the FO-04/01; GS-11/15 level or higher who will work directly on congressional relations, and Pearson and APSA Fellows who will be assigned to Capitol Hill. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Economic Issues

Course Code PE285

See Economic and Commercial Studies, page 144.

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425

See Distance Learning, page 133.

Foreign Policy Advisors Orientation Course

Course Code PP221
For course information, call POLAD at 202-736-4776.

This course will orient new Foreign Policy Advisors to their responsibilities as personal advisors to leading U.S. military leaders/commanders. The main objective is to help them fulfill their roles as key contributors to the Command's and overall U.S. foreign policy objectives. The course orients students to the policy environment and provides best practices to increase their effectiveness in providing policy support for the diplomatic and political aspects of the commanders' military responsibilities. The course prepares POLADs substantively and administratively for their positions. Senior leadership from the Bureau of Political-Military Affairs, State regional bureaus, and military organizations will explain the role of the POLAD. Former POLADs will share tips for success in these unique positions. Presentations will include current foreign and military policy issues, and the organization and operations of the Department of Defense and military commands. A current or former senior military officer will share what the commander expects from a POLAD. Interaction with the State Department, U.S. Embassies, Office of the Secretary of Defense, Joint Staff and major military commands will also be covered, among other issues.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Clearance: SECRET. Clearance must be indicated on training form.

Audience: Department of State Foreign Service Officers detailed as Political Advisors to U.S. military service chiefs in the Pentagon and principal U.S. military commanders in the United States and overseas.

Potential participants will be notified by the POLAD Office. Enrollment is through POLAD Office direction only. After notification to enroll in course, DoS students enroll online or through CDA; Non-DoS students submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/25

Foundations of International Law

Course Code PP324
For course information, call 703-302-7184.

Foundations of International Law provides U.S. government personnel, both agency lawyers and those who are not lawyers (or not serving as lawyers), with a strong base of knowledge in the fundamental principles and concepts of international law. Recent events have demonstrated how critical a role international law can have in the pursuit of our foreign policy objectives. International law is continuing to grow and develop as U.S. agencies are becoming ever more involved in the negotiation and conclusion of international agreements, as well as the implementation of U.S. obligations under such agreements.

This course is particularly useful to legal counsel at other agencies (see enrollment requirements), as well as those foreign and civil service personnel in the Department of State's regional bureaus, overseas posts or functional bureaus who are likely to have responsibility for the negotiation and conclusion, or implementation of, international agreements; the resolution of diplomatic or consular legal issues; or the negotiation of significant documents in multilateral fora, such as the United Nations, whether legally binding or non-legally binding (such as UN General Assembly Declarations or resolutions).

Core subjects of international law will be addressed, including the nature and sources of international law; U.S. treaty law and practice; diplomatic and consular law; the relationship between U.S. and international law; jurisdictional authority for international legal issues; principles of responsibility for States under international law; international human rights law; and certain aspects of the law related to practice before the United Nations. A case study bringing together issues raised by the speakers is incorporated into the instruction to provide participants with an understanding of the kinds of issues and concerns of which U.S. officials – both abroad and in Washington – should be aware while working in the foreign policy arena.

Course Objectives:
- To familiarize U.S. government professionals with the essential principles and practices of international law.
- Share departmental expertise and underscore the importance of the rule of international law in the U.S. government's global operations.
- Impart principles of substantive international law (e.g., treaty law, human rights law, immunity law) and address interplay between international and domestic law.
- Explain policies, procedures, and the role of various organizations involved in creating, interpreting and implementing international law.

OPM Competencies Addressed:
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Knowledge
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees who work in areas regulated or affected by international law, including those who negotiate and conclude, or implement, international agreements or arrangements, handle issues of diplomatic privileges and immunities, or work in multilateral fora on documents that may have legal significance (such as UN Security Council resolutions) or "soft law" significance (such as UN General Assembly resolutions). Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 8:30 a.m. to 4:45 p.m.

Minimum/Maximum: 15/30

Global Issues

Course Code PP510
See Global and Multilateral Issues, page 152.

Human Rights and Democracy Promotion

Course Code PP530
See Global and Multilateral Issues, page 153.

INL Financial Management

Course Code PP421
See Distance Learning, page 133.

INL Orientation Workshop

Course Code PP218

See Global and Multilateral Issues, page 152.

INL Program and Project Management I

Course Code PP420

See Distance Learning, page 133.

Intelligence and Foreign Policy

Course Code PP212

For course information, call 703-302-7184.

This course explores the role of the intelligence process in the formulation of U.S. foreign policy by examining the collection and analysis of information, the use of intelligence by policymakers, the oversight of intelligence activities by Congress, and the role of the media. The primary focus is on how the Department of State, including overseas posts, uses such intelligence and includes the role of the Office of the Director of National Intelligence, Central Intelligence Agency, Defense Intelligence Agency, the Bureau of Intelligence and Research and other intelligence organizations in the process.

Course Objectives:

- Understand the differing interagency perspectives of the intelligence community institutions.
- Develop appreciation for how information is collected, analyzed and processed for policy makers.
- Examine and discuss Congressional oversight of intelligence activities.
- Explore the relationship between intelligence and the policy process at senior levels.
- Discuss current issues concerning evolution of the intelligence process.

OPM Competencies Addressed:

✓ External Awareness
✓ Political Savvy
✓ Strategic Thinking

FS Precepts Addressed:

✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Openness to Dissent
✓ Professional Expertise

Clearance: SECRET. Clearance must be indicated on training form.

Audience: Department of State direct-hire (FS, CS) employees at the FS-04/01; GS-09/15 level or higher. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Course dates and request for applications will be announced via Department Notice. For information, contact course manager at 703-302-7184. Enrollment must be approved by FSI's Political Training Division. Preference will be given to those who require this training for current or onward assignment. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Students are asked to include a short justification for taking the course in the "Comments" section of the online application form or the "Training Objective" section of the SF-182. Please refer to the Department Notice for specific enrollment instructions.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

International Negotiation: Art and Skills

Course Code PP501

See Negotiation, page 216.

International Terrorism: Understanding the Threat and Formulating the Response

Course Code PP521

See Global and Multilateral Issues, page 152.

Labor Officer Skills

Course Code PL103

See Global and Multilateral Issues, page 153.

INVEST: Leahy Vetting at Post

Course code PP410

See Distance Learning, page 134.

Legislative Affairs Orientation

Course Code PP219

For information, contact the H Bureau at 202-647-1714/2589.

This course is designed to provide participants with a greater understanding of Capitol Hill and exactly how the Department of State works with Members of Congress and their staff to affect the Department's national goals. It also examines the Department of State's structure, and how the Bureau of Legislative Affairs is designed to provide legislative support and constituent services to Congress.

Course Objectives:

- How the Bureau of Legislative Affairs is structured to work with Congress.
- The role and function of the Congress in foreign affairs.
- How "H" works within the State Department to respond to Congressional inquiries.

OPM Competencies Addressed:

✓ External Awareness
✓ Oral Communication
✓ Political Savvy
✓ Strategic Thinking
✓ Written Communication

FS Precepts Addressed:

✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees assigned to the Bureau of Legislative Affairs, a bureau congressional liaison function or Capitol Hill, including Pearson Fellows. Other Executive branch officials who work directly with Congress may attend on a reimbursable basis. Contact H Bureau for approval at 202-647-1714/2589 prior to submitting training request. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Please explain why you require this training in the "Remarks" section when submitting your training request.

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Managing Foreign Assistance Awards Overseas

Course Code PP223
For information, call 703-302-7184.

Managing Foreign Assistance Awards Overseas is designed to provide basic skills training to Foreign Service Officers, Civil Service employees, LE Staff who have or will assume responsibility for designing, developing, implementing, managing and monitoring a wide range of foreign assistance awards overseas. The course combines program design and management skill development with an understanding of the foreign assistance reforms currently underway in the Department. This training prepares students to link assistance programs with post-specific strategic planning goals and objectives. Participants are required to develop a post-specific assistance award program/project concept and design, outline its implementation and management, and plan for a monitoring and results framework. Topics include the explanation of the various types of foreign assistance accounts available for awards, mechanisms for implementing them through grants or cooperative agreements, as well as the overall foreign assistance budget and planning process at State. This course will not result in a grants or contract warrant that allows officers to sign for and spend money on behalf of the United States government.

Course Objectives:
- Describe the foreign assistance process as undertaken by the Director of Foreign Assistance.
- Recall the Department's budget and planning processes for foreign assistance.
- Design, develop, implement, manage and monitor a wide range of grants and foreign assistance awards.
- Implement effectively the USG's foreign assistance programs overseas including matching available resources with mission objectives; designing post-specific assistance awards programs; and structuring assistance coordination groups at post.
- Identify the elements of a successful awards proposal, monitoring techniques for on-going programs, and appropriate results reporting tied to mission goals.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Technical Skills
✓ Written Communication

Audience: Department of State direct-hire (FS, CS, LE Staff) assigned to Economic and Political Sections overseas. Open to interagency partners on a limited, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Political/Economic Counselor Seminar

Course Code PE300
For information, call 703-302-7184 or 703-302-7256.

This seminar is designed to introduce officers to the knowledge, skills and tools needed in a first assignment as head of a Political, Economic or Pol/Econ section. Experienced officers lead discussions of the realities of managing a section, setting priorities, cultivating a mission-wide perspective, dealing with complex Human Resources issues, and mentoring and evaluating section members. Speakers include several current and former Ambassadors and other senior USG officials.

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building

Audience: Department of State Foreign Service Officers, at the FS-02 level or above who are assigned to be first-time Economic, Political or Pol/Econ Section Chiefs. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Political/Economic Tradecraft

Course Code PG140
For information, call 703-302-7184 or 703-302-7256.

Designed to prepare officers for their first assignment to a political or economic section, this course emphasizes development of core skills, basic knowledge (especially economics), and professional attitude. Course coordinators utilize a combination of lectures, individual assignments, interactive exercises, case studies and discussions.

Course Objectives:
- Advocating and advancing U.S. policy goals as part of the strategic planning process and regular outreach activities.
- Working effectively across USG entities and the U.S. Embassy country team.
- Reporting and analysis of political, economic and commercial trends.
- Integrating economic and political issues.
- Briefing senior officials, public speaking, note taking, contact work and delivering demarches.
- Drafting cables and preparing mandatory political/economic reports.
- Understanding and analyzing data and its relevance to economic and political events.
- Understanding the current context of global issues such as human rights, promoting democracy, U.S. military culture, of modern global economics, and transnational trafficking.

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Written Communication

Audience: Department of State Foreign Service Officers en route to their first political or economic assignment abroad. To enroll, contact HR/CDA (see page 1).

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Political-Military Affairs

Course Code PP505
For information call, 703-302-7184.

This course is designed to prepare Department of State officers to work effectively with Department of Defense and other agency counterparts on a wide range of political-military issues, by examining the broad scope of political-military work and how it relates to broader national security policy.

Course Objectives:
- The nature and diversity of political-military work and the role of the officer.
- The function and role of the Bureau of Political-Military Affairs in the Department of State and the relationship of the Department with other agencies dealing with political-military affairs.
- The function and role of the Pentagon in formulating and implementing national security policy. The course will also cover the role of the Joint Chiefs of Staff, Office of the Secretary of Defense and political advisors in the process.
- Contemporary issues, including export control, security assistance and regional security policies.
- The Department of State/Department of Defense relationship.
- Managing the interagency process.

OPM Competencies Addressed:
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Clearance: SECRET. Clearance must be indicated on training form.

Audience: U.S. Department of State direct-hire (FS, CS) employees at the FO-04/01; GS-09/15 level. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Political Training for Foreign Service Nationals

Course Code PP217
For information, call 703-302-7184.

This course is designed to help political specialist Foreign Service National employees gain a greater understanding of how their work supports Washington end-users. It will also assist students in defining more ways to add value to their sections by upgrading job-related skills.

Course Objectives:
- Learn how the Department of State is structured and how the interagency process works.
- Learn how U.S. values and institutions affect foreign policy, including the role of Congress.
- Improve drafting skills and knowledge of formats.
- Sharpen interviewing and oral briefing skills.
- Improve interpreting skills.
- Through a series of consultations, gain a clear idea of U.S. foreign policy priorities in their countries.
- Learn how to manage VIP visits.
- Learn basic negotiating techniques.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Public Service Motivation
✓ Resilience
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision
✓ Written Communication

Audience: Department of State direct-hire Foreign Service Nationals who have a minimum of one year experience in their position serving in political sections. Course dates and request for nominations will be announced via cable approximately two months prior to course start date. Applicant's supervisor must provide a written statement outlining how this training will benefit the FSN and the post. Please refer to the cable for additional information. To enroll, DoS apply online.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 20/24

Political Training for Foreign Service Nationals, Advanced

Course Code PP224
For information, call 703-302-7184.

This course is for senior political specialist Foreign Service National employees, who have at least seven years of experience in their political sections. The advanced training is designed to sharpen professional skills, deepen understanding of the U.S. government, its policy goals and the role of FSNs in advancing U.S. foreign policy interests. The training will focus on five thematic areas: 1) Skill-building exercises and workshops; 2) Global issues and U.S. diplomacy; 3) Regional issues and U.S. diplomacy; 4) Governance and democracy; and 5) Effective communication.

Course Objectives:
- Sharpen oral presentation, written communication and research skills.
- Explore with experts the key global issues driving U.S. policy.
- Discuss key regional issues with senior State Department officials.
- Explore with experts important governance and democracy issues affecting the American democratic and political system.
- Deepen understanding of multilateral diplomacy and international law.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Public Service Motivation
✓ Resilience

✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision
✓ Written Communication

Audience: Department of State direct-hire Foreign Service Nationals employees. Course dates and request for nominations will be announced via cable in approximately two months prior to course start date. The application requires a statement of support from the DCM or Principal Officer outlining how this training will benefit the FSN and the post. To enroll, DoS apply online.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 20/24

Population, Refugee and Migration Monitoring and Evaluation of Humanitarian Assistance

Course Code PP528
For information, contact PRM/EX at 202-453-9358.

This course provides a hands-on learning experience for assistance officers of all skill levels who are seeking to develop or expand their program management, monitoring, and evaluation skills. Each session lasts 2½ hours and consists of both presentations and workshops. Internal and external experts on advanced and cutting-edge subjects of relevance to PRM program officers will present and respond to questions for 1½ hours. Speakers will represent a range of experiences, both in roles in humanitarian response and in contexts represented (urban, camp, etc.). Following the presentation, program officers will put theory into practice through participatory working lunches/workshops designed to be responsive to individual officer needs.

This PRM course complements the annual one-week course *PP518 PRM Officers Monitoring and Evaluation Workshop*, page 232, which is mandatory for new PRM staff.

Course Objectives:
- Students will learn to maximize desk and field monitoring, through a strengthened understanding of how to design and implement an M&E framework for different humanitarian assistance portfolios.
- Apply M&E methods differently to NGOs and IOs, and conduct monitoring of IO partners' programs from protection and assistance programs to finding durable solutions.
- Develop skills to effectively monitor programs in insecure environments.
- Analyze progress toward humanitarian diplomacy goals.
- Monitor and evaluate specific assistance sectors (e.g., protection, health, food and water, and sanitation) and understand best and worst practices in these sectors.

OPM Competencies Addressed:
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Recommended Preparation: *PP518 Population, Refugee and Migration Officers Monitoring and Evaluating Workshop*, page 232.

Course Completion Requirement: Students are required to attend five out of seven sessions (for a total 12½ hours).

Audience: Department of State direct-hire (FS, CS) PRM staff members in Washington, D.C. who monitor and evaluate refugee programs as part of their normal work duties. Other Agency employees who meet above-stated requirement may attend on a reimbursable basis. Contact PRM/EX Nick Miscione at MiscioneNM@state.gov for approval prior to submitting training request. To enroll, upon approval, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Seven two-and-a-half-hour sessions will be offered. PRM Bureau will advise enrollees of session schedules.

Minimum/Maximum: 5/20

Population, Refugee and Migration Officers Monitoring and Evaluating Workshop

Course Code PP518
For information, contact PRM/EX at 202-453-9358.

This interactive and participatory workshop provides officers with an understanding of the needs of refugees and conflict victims and the workings of the humanitarian system. Participants will gain knowledge of PRM's program management methodology, policy roles, and monitoring and evaluation techniques. The workshop combines theory with practical skills and tools for monitoring and evaluating key sectors of humanitarian assistance that are used by PRM's implementation partners (e.g., protection, health, food, water and sanitation).

Course Objectives:
- How to apply an M&E Framework in program design and implementation.
- How to apply M&E methods differently to NGOs and IOs due to the scope of funding and program implementation.
- How to apply the Bureau's M&E methods and tools used in needs assessments, gaps and trend analyses.
- How to analyze appeals and criteria in evaluating and selecting proposals for funding.
- How to formulate strong objectives and indicators by which to measure program performance.
- How to monitor organizational and financial management capacity.
- How to effectively gather and analyze information for evaluations, in Washington or in the field.
- How to monitor and evaluate specific assistance sectors such as protection, health, food, water and sanitation.

OPM Competencies Addressed:
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Recommended Preparation: *PP516 Population, Refugee and Migration Officers Orientation*, page 232.

Audience: Department of State direct-hire (FS, CS, LE Staff) PRM staff members in Washington, D.C. and abroad who monitor and evaluate refugee programs as part of their normal work duties. Agency employees who meet above-stated requirement may attend on a reimbursable basis. Contact PRM/EX Nick Miscione at MiscioneNM@state.gov for approval prior to submitting training request. To enroll, upon approval, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

Population, Refugee and Migration Officers Orientation

Course Code PP516

For information, contact PRM/EX at 202-453-9358.

This workshop will provide an overview of the international population policy, refugee and migration policy and program portfolios as well as to the organization of the bureau and its internal business processes. Course design includes a combination of interactive program and policy briefings, presentations and panels.

Course Objectives:

- Be able to discuss administration policy in one or more of the areas of population, refugees and migration.
- Be able to discuss the management of multilateral and bilateral project assistance.
- Be able to coordinate with other USG agencies and with international and non-governmental organizations in population policy, refugee and migration policy and programs.

OPM Competencies Addressed:

✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:

✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise

Audience: U.S. government employees, Department of State direct-hire (FS, CS, LE Staff) employees who will serve in positions in the Bureau of Population, Refugees and Migration in Washington, D.C. and those who will carry the PRM portfolio at posts. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Enrollment must be approved by PRM/EX. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Please explain why you require this training in the "Remarks" section when submitting your training request.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/30

The Curriculum and Staff Development Division offers a variety of courses that focus on program planning, evaluation, staff development and performance measurement for both new and experienced trainers, presenters and instructors. CSD also conducts courses and workshops on sharpening training skills. Upon request, the division's training specialists can custom-design workshops and training programs that meet individual office and work group requirements. CSD Division courses and services are available to a wide audience: Foreign and Civil Service, American and Foreign Service Nationals and, on a reimbursable basis, employees of other government agencies. Contact the CSD Division Director with any questions at 703-302-6953.

Curriculum and Staff Development Division courses are listed under two main catalog themes:

- Program Planning and Assessment, page 234.
- Training Skills, page 259.

Program, Planning and Assessment courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Training Evaluation Workshop

Course Code PD518

This course leads you through a four-level evaluation model for assessing the effectiveness of your training courses. Participants will learn how to assess student reactions, learning, behavior change on the job and organizational results. Strategies and methods for collecting and analyzing data for each evaluation level will be examined. Participants will develop an assessment plan for evaluating their own courses.

Course Objectives:

- Differentiate between Kirkpatrick's four levels of training evaluation:
  - Level 1: Reaction
  - Level 2: Learning
  - Level 3: Behavior Change on the Job
  - Level 4: Organizational Results
- Write learning objectives that are outcome specific and measurable.
- Identify strategies and methods for assessing student reactions to training (Level 1).
- Specify steps for creating effective, valid tests to measure learning gains (Level 2).
- Identify strategies and methods for determining changes in behavior after training (Level 3).
- Develop an outline for an Evaluation Plan for evaluating your training course/program.

OPM Competencies Addressed:

✓ Accountability
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:

✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Operational Effectiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) training managers and management tasked with evaluating the impact of training on participants' learning and application of that learning in their workplace. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Prerequisite: *PD505 Training Tradecraft*, page 261, or *PD512 Training Design Workshop*, page 260.

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/25

The Public Diplomacy Training Division offers courses of various lengths for a variety of audiences. For DoS personnel assigned to PD positions overseas, the three-week PD tradecraft courses provide core knowledge and skills. Other shorter courses build on the core tradecraft courses to target officers assigned to lead public affairs sections, those who will administer grants, and mid- and senior-level officers. For personnel from DoS and other agencies who need a basic knowledge of PD or public outreach skills, the division offers both *PY153 Introduction to Public Diplomacy*, page 240, and *PY141 Outreach Diplomacy: Engaging the World*, page 242.

Because public diplomacy locally employed staff serve on the front lines explaining U.S. foreign policy to foreign audiences, they require specialized training to ensure they understand U.S. policy and U.S. society and values. Through this training, public diplomacy locally employed staff will understand the context in which U.S. foreign policy is made and will be better prepared to use the public diplomacy tools at their disposal.

This section is divided into two subsections:
- Public Diplomacy Training, page 235.
- Foreign Service National Public Diplomacy Training, page 246.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Public Diplomacy Training

Advanced Administration of Public Diplomacy Operations Overseas

Course Code PY122

Public Affairs Officers must be able to manage their budgets, people, resources and facilities effectively, as well as plan and think strategically in order to accomplish U.S. mission public diplomacy objectives. In this course, future PAOs will learn about the special regulatory authorities and responsibilities of public affairs operations and the administrative and working relationships between the public affairs section, Washington offices and other sections and agencies within an overseas mission. They will also learn methods and best practices for identifying audiences, strategic planning, working with the Country Team and U.S. military and matching resources to goals. Topics covered include strategic planning, the State Department budget cycle, ICASS, overseas employment issues, recycling of funds, representational funding, grants management, management controls, procurement procedures, interagency cooperation and program evaluation.

Course Objectives:
- Develop and manage annual public affairs section budget.
- Develop plans and strategies to achieve public diplomacy goals of a U.S. mission.
- Effectively supervise FSN and American staff.
- Understand funding and procurement procedures.
- Work effectively within the mission and with Washington offices.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Public Outreach

Prerequisite: *PY138 Public Diplomacy Tradecraft for Information and Media Affairs*, page 243, and *PY140 Public Diplomacy Tradecraft for Exchanges and Educational and Cultural Programs*, page 242, or equivalent experience. Employees who have previous PD overseas experience as both press and cultural affairs officers may request a waiver of the prerequisites by contacting the Public Diplomacy Training Division at 703-302-6870.

Audience: Department of State Foreign Service Officers assigned as the head of a public affairs section overseas. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Advocacy Through the Media

Course Code PY142

This hands-on course develops the skills needed to promote the U.S. agenda abroad proactively through both traditional and social media outlets. Participants receive expert coaching and feedback on practical exercises, videotaped presentations and media interview simulations. Participants also look at using social media and emerging technologies to reach target audiences.

Course Objectives:
- Sharpen public speaking skills.
- Strategize how to answer tough questions.
- Develop media preparation, delivery and coaching strategies.
- Understand when and how to use a variety of current and evolving communication technologies.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

Prerequisite: See "Audience" below. Minimum prerequisite is *PY153 Introduction to Public Diplomacy*, page 240, or equivalent experience.

Audience: *Primary* – Department of State direct-hire (FS, CS, LE Staff) employees who have taken *PY122 Advanced Administration of Public Diplomacy Operations Overseas* and *PY140 Public Diplomacy Tradecraft for Exchanges and Educational and Cultural Programs* successfully. *Secondary* – Other DoS direct-hire employees who have completed *PY153 Introduction to Public Diplomacy* or can demonstrate prior PD experience to PD training staff may be admitted on a space-available basis. Contact the Public Diplomacy Training Division at 703-302-6870 to request a waiver. To enroll, apply online or through HR/CDA.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Alumni Outreach Strategy Building Seminar

Course Code PY344

This course is offered in conjunction with the Office of Alumni Affairs in the Bureau of Educational and Cultural Affairs. It is designed to improve the participants' knowledge and understanding of outreach programming for the educational and cultural exchange program alumni at post. Participants will have the opportunity to share best practices and challenges, as well as explore PD resources and assistance from the Office of Alumni Affairs and Offices of Public Diplomacy in the Regional Bureaus in Washington. Areas of focus will include developing the PD alumni outreach strategy; incorporating alumni engagement into the PD outreach strategy; identifying participants (as future alumni); connecting participants and alumni across the range of PD exchanges and programs; as well as PD program and funding issues.

Course Objectives:
- Create/refine post-specific alumni outreach strategies in conjunction with the overall PD outreach strategy.
- Obtain an in-depth understanding of the State Alumni website in order to use and promote the resources offered to the alumni community.
- Understand how the ECA Alumni Archive Database works and how to use it appropriately.
- Draft and strengthen alumni project proposals by focusing on goal-oriented programs with a particular review of budgeting and grants.
- Explore alumni programming initiatives carried out by overseas PD posts and alumni coordinators by sharing best practices and discussing how they might apply to individual post's objectives.
- Discuss the role of Washington, exploring how PDPA offices, ECA, IIP and R work together and with posts to develop products and programs consistent with the Department's goals and objectives.

OPM Competencies Addressed:
✓ Creativity
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: The Office of Alumni will provide.

Prerequisite: None. Preference will be given to those who have not received alumni coordination training in the past.

Audience: Department of State direct-hire (FS, LE Staff) employees. Preference will be given to those employees who focus solely on alumni outreach as outlined in their position descriptions. Nominees must commit to return to their positions for at least one year. To enroll, apply online or FS may contact HR/CDA.

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Basic Principles of Video Technology and Visual Diplomacy Seminar

Course Code PY366

This course provides a foundation in using video technology and new media in public diplomacy through use of theoretical lessons and hands-on training. Participants will explore a wide range of issues including: Choice and use of equipment; Professional requirements for video production; Tailoring of content to targeted audiences; Choice of appropriate media format(s) to deliver and communicate the message Production of content for different delivery media, including broadcast video, streaming video, CD-ROM and DVC; and issues in supervising video production.

Note: Selected participants must bring to the training a digital video camera, external microphone and tripod for a one minute video production.

Course Objectives:
- Plan outreach videos using standard pre-production techniques.
- Manage technical aspects of video production.
- Produce digital videos.
- Supervise video production of an event.
- Prepare video for Web sites and other presentations.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Audience: Department of State Foreign Service Public Diplomacy Officers and DoS direct-hire LE Staff who are responsible for public outreach and media engagement as well as webmasters, Information Officers and Media Specialists who are responsible for capturing or supervising video for repurposing. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Biotechnology and Global Challenges: Trade, Food Security, Energy and Climate

Course Code PE150

See Economic and Commercial Studies, page 146.

Conveying the Message: Visual Diplomacy

Course Code PY362

This course is intended for mid- and senior-level public diplomacy Foreign Service Officers and Foreign Service Nationals who require training in utilizing photography and other visual media to convey a foreign policy message. The hands-on training will focus on event planning and pre-production through exercises using a storyboard (i.e., the visual depiction of the goal/objective of an event) and setting the right environment that will best

convey the message through photography. It will also contain a plain language module to identify a captivating headline that best supports the photo. Participants will learn from experts in the field as well as share best practices among themselves and with other experienced PD practitioners.

Course Objectives:
- Take effective photographs that increase target audiences' awareness of mission programs through photos and marketing strategies (i.e., a photograph that clearly communicates the purpose/outcome of an event).
- Enhance existing photos for publishing, whether on the Web, in newsletters, local brochures or press releases and as a tool in marketing your programs. The photo editing uses Adobe Photoshop CS^2 to teach participants how to enhance and prepare photos.
- Explore basic techniques and concepts about image resolution and methods for reducing file size, apply the "rule of thirds" to photos and be introduced to graphic formats.
- Improve post programming and communication strategies on that issue through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Foreign Service Public Diplomacy mid-level Officers and direct-hire LE Staff who have at least five years of experience working in a Public Affairs Section. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Congressional Relations

Course Code PP204
See Political Training, page 227.

Creating Digital Media for Public Diplomacy Outreach

Course Code PY368

In this course, participants will learn digital media editing techniques using non-linear and linear editing systems. Participants will learn to communicate Public Diplomacy objectives through social media platforms such as YouTube, Ustream TV and social media networking sites such as Facebook. Through use of these techniques, participants will be able to shape a high priority message and tailor content to targeted audiences more effectively and efficiently, as an integral part of post policies and Mission Strategic Plans.

Course Objectives:
- Shape and adapt public diplomacy messages to new media formats.
- Effectively integrate video messaging and content into posts' strategic planning and goals.
- Master video production by applying technical aspects of video production elements.
- Tailor video content to reach targeted audiences.
- Orchestrate an event for visual outreach.
- Edit and disseminate videos for social media platforms.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Prerequisite: *PY366 Basic Principles of Video Technical and Visual Diplomacy Seminar.* Submission of a one minute video production. Selected participants must bring to the training a digital video camera, external microphone, headphone, tripod and laptop with editing software installed.

Audience: Department of State Foreign Service Public Diplomacy Officers and DoS direct-hire LE Staff who are responsible for public outreach and media engagement as well as webmasters, Information Officers and Media Specialists who are responsible for capturing or supervising video for repurposing. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Economic Issues

Course Code PE285
See Economic and Commercial Studies, page 144.

English Language Programs in Public Diplomacy

Course Code PY345

This course is offered in conjunction with the Office of English Language Programs in the Bureau of Educational and Cultural Affairs. It is intended to both orient and provide updated instruction for U.S. government employees involved with English Language Programs. It is designed to improve the participants' knowledge and understanding of materials and programs available through the Office of English Language Programs. More importantly, the course is intended to help participants understand the role that English Language programming plays in accomplishing mission objectives abroad. Participants will have the opportunity to share best practices and challenges as well as hear from experts in the field. They will explore PD and ECA resources available to them and become acquainted with other English language organizations involved in their regions. Areas of focus will include: familiarization with ECA/A/L program features,

acquisition of skills necessary to perform tasks associated with administering English language programs, program development and administration, and forming partnerships with NGOs and other entities.

Course Objectives:
- Effectively use, promote, and distribute ECA/A/L materials.
- Effectively implement and administer English language programs in the field.
- Use the Mission Activity Tracker and other tools to report on relevant English language programs.
- Understand how ECA/A/L programs accomplish mission objectives.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: ECA/A/L will provide.

Audience: Department of State direct-hire (FS, LE Staff) employees serving in Public Diplomacy assignments overseas. Preference will be given to applicants who focus solely on English language programs as outlined in their position descriptions. LE Staff nominees must commit to return to their positions for at least one year.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Ethics in the Grants Environment

Course Code PY320

This course provides specialized ethics knowledge in the federal assistance area. Because the federal assistance environment presents issues not covered in standard ethics training, this course is for federal agency personnel who deal specifically with assistance awards. Employees responsible for overseeing administrative, program or financial performance of grant recipients will benefit from this course. Major topics include standards of ethical conduct for employees of the executive branch, government involvement with recipients, grant application review issues, program fraud and abuse, and restrictions on lobbying by recipients and federal personnel. This eight-hour course can be applied toward the educational requirements necessary in order to receive a grants warrant.

Course Objectives:
- Develop working knowledge of legislative actions and judicial decisions that affect the standards of ethical conduct for federal assistance employees.
- Determine whether actions of federal assistance personnel comply with the regulations at 5 CFR 2635 Standards of Ethical Conduct for Employees of the Executive Branch.
- Apply lessons learned from case studies dealing with ethical issues such as gift giving, preferential treatment, unlawful representation by employees after retirement and payments to federal employees by recipients.
- Discuss restrictions on requirements that agencies can impose on recipients.
- Explore methods for ensuring fairness in the grants review and award process.
- Analyze agency activities to determine whether they violate restrictions on lobbying.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have responsibility for administration, management and oversight of grants and cooperative agreements overseas. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Foundations of Public Diplomacy

Course Code PY100

This course forms the core of public diplomacy training and establishes a foundation on which to build specialization and expertise in public diplomacy tradecraft. The course is designed to provide participants with an understanding of public diplomacy as an instrument of U.S. foreign policy and an introduction to the tools, resources, knowledge and skills required for creating and implementing successful Public Diplomacy strategies overseas. It will address the development of public diplomacy at the Department of State, provide an overview of selected topics in U.S. society, history and culture that will enable officers to effectively represent U.S. interests abroad, and describe the various public diplomacy tools that can be employed in missions to promote national interests and fulfill mission and Public Diplomacy goals.

Course Objectives:
- Explain the role of Public Diplomacy and responsibilities of Public Diplomacy Officers at an overseas mission and within the Department of State.
- Understand the relationship and differences between public diplomacy, traditional diplomacy and public affairs, and their complementary contributions to the advancement of U.S. national interests.
- Explain basic tenets of U.S. society and values, in order to shape the narrative effectively and correct inaccurate statements and perceptions about the U.S. in countries abroad.
- Communicate effectively to public audiences and effectively advance U.S. national interests, in accordance with the Public Diplomacy Mission Statement.
- Identify the public diplomacy programs, products, services, and resources which best support the conduct of public diplomacy overseas, under a variety of circumstances.
- Manage and Direct Public Diplomacy resources in accordance with Department of State regulations and policy guidelines.
- Design and implement broad strategic plans and create a strategic vision to anticipate and respond to public diplomacy challenges.

OPM Competencies Addressed:
✓ Creativity and Innovation

✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy
✓ Public Service Motivation
✓ Strategic Thinking
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Strategic Planning

Audience: Public Diplomacy-coned Officers and other coned FSOs who are preparing for their first assignments in public diplomacy positions overseas. Enrollment through HR/CDA only.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Fulbright Program

Course Codes PY441-442
See Distance Learning, page 134-135.

Getting Started with Social Media

Course Code PY360

This course is designed for participants with little or no prior experience using social media tools. Participants will develop a basic understanding of social media platforms such as social networking sites (Facebook), blogs, microblogging (Twitter), wikis, and RSS aggregators (Google Reader). By engaging directly with these platforms, participants will also acquire a first-hand understanding of an introduction to current Department of State usage of social media. Managers will be become familiar with social media applications and their possibilities within the scope of current Department guidelines.

Course Objectives:
- Become familiar with specific social media platforms and concepts.
- Develop basic understanding of social media and their use in achieving U.S. foreign policy goals.
- Become familiar with Department of State guidelines regarding the use of social media applications.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Please visit http://socialmedia.state.gov and http://23things.state.gov and review materials therein.

Audience: Department of State direct-hire (FS, CS) employees whose primary responsibilities involving public outreach and media engagement. To enroll, DoS students apply online or FS may contact HR/CDA (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Global Issues

Course Code PP510
See Global and Multilateral Issues, page 152.

Information Resource Center Workshop

Course Code PY351

This course is intended for entry and mid-level public diplomacy Foreign Service Officers and Foreign Service Nationals working in the Information Resource Center or managing American Corners. The course will provide training in using Department of State-provided databases for use in reference work and public outreach at their Information Resource Centers. Participants will also examine what is required in establishing and maintaining an American Corner. Finally, participants will learn from experts in the field as well as share best practices among themselves and with other experienced public diplomacy practitioners.

Course Objectives:
- Update their skills in using reference materials and information resource databases.
- Design public outreach programming for the IRC taking best advantage of the resources offered by the State Department/IIP.
- Explore how best to manage an American Corner, what resources it will require from post, and how to utilize it for outreach and as a programming venue.
- Improve post programming and communication strategies on that issue through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Public Diplomacy Foreign Service mid-level Officers and DoS direct-hire LE Staff who have at least five years of experience working in a PA Section. Course dates and request for nominations will be announced via cable. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Intellectual Property Rights

Course Code PE138
See Economic and Commercial Studies, page 149.

Introduction to Grants and Cooperative Agreements

Course Code PY220
Classroom/Online

This course provides the knowledge required for the duties of a grants officer. It is a requirement for all public diplomacy officers who will be substantially involved in pre-award and post-award assistance processes overseas.

Course Objectives:
- Choose the most appropriate federal assistance instrument in various situations.
- Identify the legal authorities governing federal assistance programs.
- Perform the responsibilities of the grants officer within each of the phases of the assistance process in accordance with federal regulations.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Audience: *Primary*: Required for all Department of State FSOs assigned to public diplomacy positions overseas who will be involved in the grants process, especially those who must meet the mandatory 24-hour training requirement to become eligible for a grants officer warrant. *Secondary:* It is highly recommended for DoS Administrative Management-coned Officers, since they must often work closely with public diplomacy officers on the implementation and processing of grants and cooperative agreements. *Tertiary:* Other DoS direct-hire employees involved in negotiating, awarding, administering, reviewing and monitoring federal assistance agreements. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule:
Classroom: Three days; 9:00 a.m. to 5:00 p.m.
Online: Students have 90 days to complete this four-hour course.

Minimum/Maximum: 10/24

Introduction to Public Diplomacy

Course Code PY153

This course gives Department of State and other federal employees an understanding of public diplomacy's role in the successful implementation of U.S. foreign policy. Students learn about the responsibilities of public diplomacy officers overseas and in the Department. The course is highly recommended for State Department employees who would like to learn more about or refresh their knowledge of the practice of public diplomacy.

Course Objectives:
- Explain the rationale behind the practice of public diplomacy and basic public diplomacy concepts.
- Recognize how public diplomacy is relevant to officer's roles, responsibilities, and the successful implementation of U.S. foreign policy goals.
- Apply public diplomacy concepts and skills to work in overseas missions and in Washington, D.C.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy
✓ Public Service Motivation
✓ Strategic Thinking
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Public Outreach
✓ Relationship Building and Representational Skills

Audience: Department of State direct-hire (FS, CS) employees with an interest in the practice of public diplomacy. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Managing Foreign Assistance Awards Overseas

Course Code PP223
See Political Training, page 230.

Managing the International Visitor Leadership Program at Post

Course Code PY424
See Distance Learning, page. 135.

Managing Public Diplomacy Resources

Course Code PY422
See Distance Learning, page 136.

Media Monitoring and Reporting

Course Code PY432
See Distance Learning, page 136.

Mission Press Office

Course Code PY431
See Distance Learning, page 137.

Monitoring Grants and Cooperative Agreements

Course Code PY222
Classroom/Online

This course provides federal personnel responsible for overseeing administrative, financial or program performance of grant recipients with a general overview of the methodology and requirements for monitoring the grants process. Topics include basic monitoring and reporting techniques, how to manage financial aspects of post-award activities, and potential problem areas in grants administration.

Course Objectives:
- Describe the purposes and processes of effective grants management.
- Describe the federal requirements for grant performance measurement.
- Develop a monitoring plan.

- Identify potential weaknesses in grant performance.
- Manage post-award financial aspects of a grant.
- Assess under what conditions grants should be amended.
- Apply financial management techniques to prevent waste, fraud, abuse or mismanagement of grant funds.
- Prepare financial and programmatic reports.
- Describe appropriate grant closeout procedures.

OPM Competencies Addressed:
✓ Financial Management
✓ Strategic Thinking

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

Prerequisite: *PY220 Introduction to Grants and Cooperative Agreements*, pages 135 and 240.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have responsibility for administration, management and oversight of grants and cooperative agreements overseas. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule:
Classroom: Two days; 9:00 a.m. to 5:00 p.m.
Online: Students have 90 days to complete this ten-hour course.

Minimum/Maximum: 10/24

New Media and Technology Issues in Public Diplomacy

Course Code PY361

This course is intended for mid and senior level public diplomacy Foreign Service Officers and Foreign Service Nationals who require training in utilizing new communications technology to convey a foreign policy message. This hands-on training will focus on new technologies, such as podcasts, blogs, social networking, etc. and will provide participants with an understanding both of how the technology can be used in public diplomacy and the benefits and risks that must be evaluated in employing these technologies at post. Participants will learn from experts in the field as well as share best practices among themselves and with other experienced public diplomacy practitioners.

Course Objectives:
- Explore emerging technologies in the communications field and discuss their potential for public diplomacy outreach.
- Evaluate the advantages these technologies can provide in communicating with foreign audiences as well as the risks associated with using them.
- Practice using new media to convey a foreign policy message.
- Improve post programming and communication strategies through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Public Diplomacy Foreign Service mid-level Officers and DoS direct-hire LE Staff who have at least five years of experience. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

New Trends in Public Diplomacy

Course Code PY230

This course is a seminar in the theory and practice of public diplomacy in the 21st century. It is designed to give senior officers a broad-based overview of the shifting role of public diplomacy and focuses on challenges and opportunities posed by a range of global issues. Through interactive workshops and discussions, this course offers a contemporary and conceptual view of PD, along with a look at how information technology is fundamentally changing the conduct of both public and traditional diplomacy.

Course Objectives:
- Explain contemporary issues as they affect the public diplomacy mission of the Department of State.
- Discuss new thinking on strategic planning, public relations and communications technology as they influence public diplomacy.
- Explore academic and other expert views of the role and conduct of public diplomacy.

OPM Competencies Addressed:
✓ External Awareness
✓ Political Savvy
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Professional Development, including Active Learning
✓ Professional Expertise

Audience: Experienced Department of State Public Diplomacy-Cone Foreign Service Officers at the FO-02 and above level and Senior Foreign Service Officers from other cones. Other agency employees who meet the above-stated requirements may attend are admitted on a space-available reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Outreach Diplomacy: Engaging the World

Course Code PY141

This course is designed to provide training and skills that will enable employees in all cones and specialties to explain U.S. foreign policy to a full range of interlocutors. Instructors will use classroom presentations and case studies to give participants effective presentations tools for foreign audience presentations. Participants explore online sources of reliable information and discuss ways the public affairs section can support embassy-wide activities. Participants study basic rules and practices for dealing with the media and then practice the techniques through role-playing and media interview simulations.

Course Objectives:
- Apply shared values and soft power concepts to make interaction with foreign audiences more effective.
- Develop strategies for handling difficult issues.
- Develop presentation and media interview skills.

OPM Competencies Addressed:
✓ External Awareness
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Political-Military Affairs

Course Code PP505

See Political Training, page 231.

Presenting Effectively to the Media

Course Code PT301

This senior executive course covers extemporaneous speaking, non-verbal communications, dealing with unfriendly audiences, giving dynamic oral presentations, personal presence and ways of handling the media. Its goal is to help you engage media representatives with greater confidence and better control of your message.

Course Objectives:
- Relate communications theory to effective performance.
- Exploit nonverbal skills to improve the mesh of verbal and non-verbal messages.
- Improve personal performance in professional briefing situations.
- Exercise better message control in meeting with media representatives.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy

FS Precepts Addressed:
✓ Oral Communication
✓ Professional Expertise
✓ Representational Skills

Audience: Department of State direct-hire (FS, CS) employees at the FS-01; GS-15 or higher level or higher. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/12

Promoting Human Rights and Democracy

Course Code PP530

See Global and Multilateral Issues, page 153.

Public Diplomacy Tradecraft for Exchanges and Educational and Cultural Programs

Course Code PY140

This course trains officers in management of cultural and educational exchange programs overseas. It teaches the effective use of exchange tools and resources to promote U.S. foreign policy objectives. Topics covered include the Fulbright and International Visitor Leadership programs, arts programming, public speaking, grants management, proposal development, youth and professional exchanges, English teaching activities and student advising, cultural preservation, U.S. studies, public diplomacy policy issues, U.S. speakers and other products and services belonging to the Bureau of International Information Programs. For their course projects, students develop a cultural program that advances U.S. foreign policy objectives at their posts of assignment.

Course Objectives:
- Explain the goals and strategies of cultural affairs and how they can support and promote key USG foreign policy objectives.
- Locate and capitalize on resources and personnel from the Bureau of Educational and Cultural Affairs and the Bureau of International Information Programs.
- Manage and shape key exchange, educational and cultural programs.
- Apply creativity and innovation to develop effective cultural and educational exchange programs.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Job Information
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills

Audience: Department of State Foreign Service Officers en route to overseas jobs in which they will have significant cultural affairs responsibilities. Officers who have no public diplomacy experience, but who are assigned to head a public affairs section, should take

this course. To enroll, DoS students apply online or through HR/CDA.

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Public Diplomacy Tradecraft for Information and Media Affairs

Course Code PY138

This tradecraft course equips officers with skills, strategies and networks needed to direct press and information programs at post. Participants learn to design and execute effective media campaigns, analyze foreign media, and prepare draft talking points, press releases, speeches and other quick-turnaround media products. They discuss the role and responsibilities of the press officer in leading information programs at post and in supporting the goals of an overseas mission. The course also covers the roles and activities of the Bureau of Public Affairs in supporting PD programs and the resources of the Bureau of International Information Programs. Participants explore current media trends and interagency cooperation, to include meetings at the Pentagon, media outlets and NGOs. The course utilizes digital video conferencing, case studies, writing, computer-based exercises, field trips, class projects and other active learning methods.

Course Objectives:
- Organize effective media campaigns in support of mission goals and U.S. policies.
- Understand, inform, analyze and influence various types of audiences overseas.
- Develop, analyze and manage media relations.
- Work effectively with DoD and other USG agencies to conduct public diplomacy programs.
- Utilize information and media outreach programs, products and services produced by the Department of State.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Problem Solving
✓ Strategic Thinking
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills

Audience: Department of State Foreign Service Officers who are going overseas to an Information Officer or Public Diplomacy Officer assignment; who are assigned as Assistant Public Affairs Officers with primary responsibility for press and information programs; or who are assigned as head of a Public Affairs section, with no previous information office field experience. To enroll, DoS students apply online or through HR/CDA.

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Seminar on Advanced Cultural Diplomacy

Course Code PY343

For mid-level, PD-coned officers with prior experience as a Cultural Affairs Officer or a Public Affairs Officer, this seminar is designed to provide strategies and tools for advancing to more senior-level positions involving the management of cultural and educational exchange programs and the development of cultural diplomacy policies. Topics include strategic planning and analysis, alignment of exchange program resources to meet MSRP goals and objectives, the role of cultural and exchange programs at the policy-making table, new trends in American culture and education, use of cultural programming to further strategic goals and objectives, utilization of social media to maximize impact of exchange programs, and advanced resource leveraging strategies specific to cultural and educational exchanges.

Course Objectives:
- Develop visions for cultural diplomacy and program objectives.
- Analyze target audiences in order to design appropriate cultural and educational exchanges.
- Develop educational and cultural exchange programs that advocate foreign policy objectives to specific foreign audiences.
- Identify opportunities to offer advice on policy decisions and coordinate the country team's cultural and educational outreach strategies.
- Apply knowledge of new trends in American culture and education to PD program development.

OPM Competencies Addressed:
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Leadership and Management Training
✓ Management of Human and Financial Resources
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Reading material to be determined.

Prerequisite: *PY140 Public Diplomacy Tradecraft for Exchanges and Educational and Cultural Programs* or equivalent experience.

Audience: *Primary* – Experienced Public Diplomacy-Cone Foreign Service Officers at the FO-02 and above level. *Secondary* – Foreign Service Officers from other cones are admitted on a space-available basis. Other agency employees who meet the above-stated requirement may attend on a space-available, reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Seminar on Cultural, Educational and Exchange Programs for Public Diplomacy

Course Code PY342

This course is intended for mid-level public diplomacy Foreign Service Officers and Foreign Service Nationals working in the Cultural/Exchanges sections who would like to update and refine their skills in managing exchanges and cultural programs. Participants will explore new programming opportunities available through the State Department, other agencies and the private sector. Participants will also examine how to design public diplomacy programming to ensure that it achieves foreign policy objectives. Finally, participants

will learn from experts in the field as well as share best practices among themselves and with other experienced PD practitioners.

Course Objectives:
- Improve the management of exchanges and cultural programs to ensure they meet foreign policy objectives.
- Explore new programming initiatives offered to overseas PD posts and discuss how they might apply to individual post's objectives.
- Apply strategic planning principles to post management of exchanges and cultural programs and examine evaluation methods to help posts assess and measure their achievements.
- Strengthen post programming and communication strategies on that issue through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Public Diplomacy Foreign Service mid-level Officers and DoS direct-hire LE Staff who have at least five years experience working in a Public Affairs Section. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable at least two months' prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Social Media Practitioners' Workshop

Course Code PY363

This course is designed for Department of State employees who are already actively using social media platforms. The objective of the course is to update participants' knowledge and understanding of social media and how embassies, the Department of State, and the foreign policy community are using it to achieve foreign policy and public diplomacy objectives. The course will provide an overview of the current social media environment both in the U.S. and in other world regions, best practices and experiences of U.S. missions using social media and other developments.

Course Objectives:
- Update and expand their existing knowledge of social media and its use in achieving U.S. foreign policy goals.
- Apply strategic approaches to the use of social media at their respective posts.
- Become familiar with regionally notable "best practices" examples of innovative engagement using social media tools.
- Become familiar with new specific social media products and services currently available.
- Integrate social media and traditional media into public diplomacy programs.
- Update their knowledge and understanding of Department policies regarding use of social media tools.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Audience: Department of State direct-hire mid- and senior-level (FS, CS, LE Staff) employees, who have responsibilities involving public outreach and media engagement. To enroll, DoS apply online or FS may contact HR/CDA.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Strategic Planning Workshop for Public Diplomacy

Course Code PY219

This course is intended for public diplomacy FSOs and LES to help them develop skills and techniques in communication strategy for public diplomacy campaigns, initiatives and programs, enabling them to more effectively achieve mission strategic plan goals. By the end of the course, participants develop a plan that uses public affairs resources to advance a particular U.S. foreign policy objective at their posts of assignment.

Course Objectives:
- Apply greater understanding of U.S. foreign policy to implement public diplomacy goals at post.
- Incorporate strategic planning and evaluation into PD programming at post to accomplish U.S. foreign policy goals.
- Gain a deeper understanding of thematic issues facing a particular region and how those issues are viewed and understood in the U.S. and in the region.
- Improve post programming through sharing of best practices and networking with colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Audience: FSOs and LE Staff in public diplomacy positions and assignments with at least three years of experience in public diplomacy positions at missions overseas or in the U.S. To enroll, DoS apply online or FS may contact HR/CDA.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Washington Energy Seminar

Course Code PE228

See Economic and Commercial Studies, page 148.

Workshop on Cultural, Educational and Exchange Programs for Public Diplomacy

Course Code PY341

This course is intended for mid-level public diplomacy Foreign Service Officers and Foreign Service Nationals working in the Cultural/Exchanges sections who would like to update and refine their skills in managing exchanges and cultural programs. Participants will explore new programming opportunities available through the State Department, other agencies and the private sector. Participants will also examine how to design public diplomacy programming to ensure that it achieves foreign policy objectives. Finally, participants will learn from experts in the field as well as share best practices among themselves and with other experienced public diplomacy practitioners.

Course Objectives:
- Improve the management of exchanges and cultural programs to ensure they meet foreign policy objectives.
- Explore new programming initiatives offered to overseas PD posts and discuss how they might apply to individual post's objectives.
- Apply strategic planning principles to post management of exchanges and cultural programs and examine evaluation methods to help posts assess and measure their achievements.
- Strengthen post programming and communication strategies on that issue through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Performance Management and Evaluation
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Public Diplomacy Foreign Service mid-level Officers and DoS direct-hire LE Staff who have at least five years of experience working in a Public Affairs Section. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Workshop on Information Resource Centers and American Corners

Course Code PY352

This course is intended for entry- and mid-level public diplomacy Foreign Service Officers and Foreign Service Nationals working in the Information Resource Center or managing American Corners. The course will provide training in using Department of State-provided databases for use in reference work and public outreach at their IRCs. Participants will also examine what is required in establishing and maintaining an American Corner. Finally, participants will learn from experts in the field as well as share best practices among themselves and with other experienced public diplomacy practitioners.

Course Objectives:
- Update their skills in using reference materials and information resource databases.
- Design public outreach programming for the IRC taking best advantage of the resources offered by the State Department/IIP.
- Explore how best to manage an American Corner, what resources it will require from post, and how to utilize it for outreach and as a programming venue.
- Improve post programming and communication strategies on that issue through sharing of best practices and networking with PD colleagues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Public Diplomacy Foreign Service mid-level Officers and DoS direct-hire LE Staff who have at least five years experience working in a Public Affairs Section. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Writing for the Media

Course Code PY433

See Distance Learning, page 138.

Foreign Service National Public Diplomacy Training

Administrative/Budget Workshop for Public Diplomacy

Course Code PY331

This course is intended for public diplomacy Foreign Service Nationals who handle the public diplomacy budget and other administrative duties. It will provide training specific to public diplomacy in the areas of budgeting, procurement, general services, human resources and grants management.

Course Objectives:
- Develop and manage annual public affairs section budget.
- Understand funding, human resources, general services and procurement procedures to improve coordination with Management staff overseas.
- Manage funding for grants at post following procedures required by A/OPE.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Selected readings will be suggested in nomination cable.

Audience: Department of State Foreign Service Officers and DoS direct-hire LE Staff in Public Affairs Sections overseas who have responsibility for public affairs budgets and administrative procedures. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Administrative Training for Public Diplomacy Foreign Service Nationals

Course Code PY332

This course is intended for public diplomacy Foreign Service Nationals who handle the public diplomacy budget and other administrative duties. It will provide training specific to public diplomacy in the areas of budgeting, procurement, general services, human resources and grants management.

Course Objectives:
- Develop and manage annual public affairs section budget.
- Understand funding, human resources, general services and procurement procedures to improve coordination with Management staff overseas.
- Manage funding for grants at post following procedures required by A/OPE.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Interpersonal Skills
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Knowledge
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Persuasion
✓ Problem Solving
✓ Professional Expertise
✓ Professional Responsiveness

Audience: Department of State direct-hire Foreign Service Nationals in Public Affairs Sections overseas who have responsibility for public affairs budgets and administrative procedures. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425
See Distance Learning, page 133.

Foreign Service National Online Writing Lab (OWL) Program

Course Codes PY210, PY211, PY212
Blended (e-mail/online)
See Distance Learning, page 99.

Foreign Service National Current Issues Program

Course Code PY205

This course provides experienced public diplomacy locally employed staff with insight into American foreign policy and ensures they understand and can use the most updated public diplomacy tools effectively to support U.S. foreign policy. Training in Washington focuses on in-depth understanding of the Department of State and dialogue on U.S. foreign policy objectives and how public diplomacy can best help achieve those objectives. Participants also travel to two other distinct regions of the U.S. to make contacts with important governmental and non-governmental organizations as well as academic, media and religious institutions.

Course Objectives:
- Establish contacts with key institutions in the U.S., governmental and non-governmental, to better understand U.S. society and resources.
- Engage in dialogue with policy-makers and analysts regarding U.S. foreign policy and discuss how to promote U.S. policy objectives.
- Update knowledge of developments in American government, civil society, culture

and values.
- Incorporate strategic planning and evaluation into programming at post.
- Improve post programming through sharing of best practices and networking with Washington and other LE Staff colleagues.

Recommended Preparation: On-the-job training, such as a site visit to another mission's public affairs section to learn from an experienced FSN; appropriate distance learning courses and/or participation in a regional training program; completion of FSI courses *PY204 Foreign Service National Educational and Cultural Programs*, *PY206 Foreign Service National Information Resource Center Program* or *PY207 Foreign Service National Information/Media Program*, pages 247-248, is an advantage.

Prerequisite: Ten years' experience or a senior position in a public affairs section. Minimum grade required is FSN-09. Nominees must have strong English language skills, preferably at the 4/4 level.

Audience: Department of State direct-hire senior-level LE Staff in Public Affairs sections. Course dates and request for nominations will be announced via cable during the summer months. Other agency employees that meet the above-stated requirement may attend on a reimbursable basis. Selections will be made at least two months' prior to course start-date. For more information, please contact the Public Diplomacy Training Division at 703-302-6870 or visit http://fsi.state.gov/fsi/spas/pdt on the Department's intranet. Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Foreign Service National Educational and Cultural Programs

Course Code PY204

This course is designed for locally employed staff who are beginning their careers managing exchange and cultural affairs portfolios, but have little or no experience in the United States. It is intended to provide both skills-based training and an introduction to U.S. government, society and values. Participants learn how to use public diplomacy's most important exchange programs and how to design effective programs geared toward U.S. foreign policy objectives in their countries. Participants also acquire strategic and cultural context for understanding educational institutions, government, private sector and citizen relations at federal, state and local levels. Training in Washington incorporates elements of the FSO Introduction to Public Diplomacy and Cultural Affairs Officer tradecraft courses most relevant to the participants. Participants also travel to two other distinct U.S. regions to examine U.S. history, government and regional cultures, and visit governmental and non-governmental organizations, as well as major academic and cultural institutions.

Course Objectives:
- Initiate, develop, manage and evaluate USG cultural and exchange programs, using available tools and resources.
- Use public diplomacy programs to further USG foreign policy goals.
- Understand what is meant by public diplomacy and how to use it effectively to further State Department and USG foreign policy goals.
- Explain American foreign policy as well as U.S. government, society and democratic values to local audiences using firsthand knowledge of the U.S.
- Share experiences with and learn from LE Staff counterparts, State Department colleagues in Washington, D.C., and American citizens engaged in international exchange activities.

Recommended Preparation: Previous on-the-job training, such as a site visit to another mission's public affairs section to learn from an experienced FSN and/or appropriate distance learning courses such as *PY424 Managing the IVLP at Post*, *PY441 Introduction to the Fulbright Program*, and *PY442 Fulbright Program Planning*, pages 141-142, and/or appropriate public diplomacy regional training courses.

Prerequisite: One to three years' experience in a cultural affairs section.

Audience: Department of State direct-hire LE Staff working in Public Diplomacy sections who have mastered the basic skills and knowledge necessary to perform their cultural affairs jobs competently. Other agency employees that meet the above-stated requirement may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable during the summer months. Nominations will be accepted by online registration. Selections will be made at least two months' prior to course start-date. For more information, please contact the Public Diplomacy Training Division at 703-302-6870 or visit http://fsi.state.gov/fsi/spas/pdt on the Department's intranet. Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Foreign Service National Information/ Media Program

Course Code PY207

This course is designed for locally employed staff beginning their careers in information/press offices, who have little or no experience in the United States. It is intended to provide both skills-based training and an introduction to U.S. government, society and values. Participants learn how to make most effective use of public diplomacy media products to advance U.S. foreign policy objectives in their countries. Training in Washington incorporates elements of the FSO Introduction to Public Diplomacy and Information Officer Tradecraft courses most relevant to the student. Students travel to two other U.S. distinct regions to examine U.S. history, government and regional cultures, and visit governmental and non-governmental organizations as well as major media and academic institutions.

Course Objectives:
- Prepare and utilize State Department-specific media products and services, such as media reaction, IIP Web sites and publications and the Foreign Press Center.
- Coach American officers and other USG representatives for press interviews and media appearances.
- Understand what is meant by public diplomacy and how to use it effectively to support State Department and USG foreign policy goals.
- Explain American foreign policy as well as U.S. government, society and democratic values to local audiences using firsthand knowledge of the U.S.
- Share experiences with and learn from counterparts, State Department colleagues in Washington, D.C., and American citizens engaged in media outreach activities.

Recommended Preparation: Previous on-the-job training, such as a site visit to another mission's public affairs section to learn from an experienced FSN and/or appropriate distance learning courses such as *PY431 Mission Press Office*, *PY432 Media Monitoring and Reporting*, and *PY433 Writing for the Media*, pages 136-138, and/or appropriate public diplomacy regional training courses.

Prerequisite: One to three years' experience in a public affairs section.

Audience: Department of State direct-hire LE Staff LE Staff working in Public Diplomacy sections who have mastered the basic skills and knowledge necessary to perform their information section jobs competently. Nominations will be accepted by online registration. Selections will be made at least two months' prior to course start-date. For more information, please contact the Public Diplomacy Training Division at 703-302-6870 or visit http://fsi.state.gov/fsi/spas/pdt on the Department's intranet.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Foreign Service National Information Resource Centers Program

Course Code PY206

This course is for locally employed staff working in Information Resource Centers. It is designed to increase understanding of the United States; its institutions, society and culture; and the public policy issues on which IRC staffers provide research and outreach services. This program aims to increase knowledge of content and skills in the use of U.S. government and commercial online information resources. This course includes site visits to major libraries, archives and governmental institutions in Washington. Participants also travel to one to two other distinct regions of the U.S. to examine U.S. history, government and regional cultures and visit libraries and academic institutions. The course is generally timed to coincide with the American Library Association's annual conference.

Course Objectives:

- Create and deliver policy advocacy programs at Information Resource Centers that support USG public diplomacy goals.
- Call upon wide range of library and information science institutions and programs at the federal, state and local levels to further U.S. foreign policy goals.
- Understand what is meant by public diplomacy and how to use it effectively to support State Department and USG foreign policy goals.
- Explain American foreign policy as well as U.S. government, society and democratic values to local audiences using firsthand knowledge of the U.S.
- Develop an understanding of the outreach skills and tools used in IRCs, including the range of IIP products and services.
- Share experiences with and learn from FSN counterparts, State Department colleagues in Washington, D.C., and American citizens engaged in media outreach activities.

Prerequisite: Two years experience in an IRC and participation in either a regional IRC Basic Skills or a Core Competencies course are preferred. Regional IRO endorsement of nominee is required.

Audience: Department of State direct-hire LE Staff working in Public Diplomacy Information Resource Centers. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. Other agency employees who meet the above-stated requirement may attend on a reimbursable basis. DoS nominations will be accepted through FSI online registration processing; Non-DoS nominations through a funded SF-182 and requested nomination statement as defined in cable (see page 2).Selections will be made at least 60 days prior to course start-date. For more information, please contact the Public Diplomacy Training Division at 703-302-6870 or visit http://fsi.state.gov/fsi/spas/pdt on the Department's intranet.

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

The Stability Operations Training Division imparts knowledge and develops skills, which enable USG interagency personnel to perform the full spectrum of work required for conflict prevention, stabilization and reconstruction operations, both in Washington, D.C. and abroad. The Stability Operations division offers courses in two distinct but related areas: the first focuses specifically on pre-deployment training for those destined to service as members of the U.S. mission to Iraq, Afghanistan and Pakistan or as members of Provincial Reconstruction Teams or field platforms in Iraq or Afghanistan; the second focuses broadly on preparing personnel to handle the USG's mandate to perform conflict prevention, stabilization and reconstruction activities in fragile nations.

RSCT courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Afghanistan Familiarization

Course Code RS415

This course provides employees assigned to the U.S. Mission in Afghanistan with the basic professional skills and knowledge needed to function as members of Embassy Kabul and/or its subordinate entities. It is mandatory for all personnel assigned to Afghanistan under Chief of Mission authority, on a permanent or extended TDY basis. The course includes an overview of Afghanistan's history and culture, Islam, Afghan politics, insurgency and border issues, USG political and military strategy in Afghanistan, and U.S. agency programs in country. An introduction to Dari or Pashto phrases, working with interpreters, and useful behaviors will assist in developing positive, productive relationships with Afghans. The course also includes deployment and administrative preparation presentations on living and working conditions within the U.S. mission, in-processing logistics, family support service available from the Family Liaison Office, support available from the Office of Casualty Assistance, EEO rights and responsibilities, Afghanistan-specific security and counter-intelligence threats, and advice on stress management from the Department of State's Deployment Stress Management Program.

Course Objectives:

- Prepare new staff assigned to Embassy Kabul and/or its supporting entities administratively, substantively and environmentally for deploying to Afghanistan and serving as integral members of the U.S. mission.
- Provide an understanding of the role of the U.S. Mission in Afghanistan.
- Provide an understanding of the history, culture, ethnic and religious breakdown of Afghanistan, and its relationships with neighboring countries.
- Familiarize students with useful behaviors and essential phrases to assist their work in Afghanistan.
- Provide information on U.S. policy for Afghanistan and an update on overall strategy and current issues.
- Provide information on living and working conditions with the U.S. Mission in Afghanistan.
- Provide information on personal and family support services available and Regional Security Office support for security in Afghanistan.
- Provide information on the logistics of training for and deploying to Afghanistan.

OPM Competencies Addressed:

✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Leveraging Diversity

FS Precepts Addressed:

✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise

Audience: *Primary:* This course is mandatory for all U.S. government personnel who will serve in Afghanistan under Chief of Mission authority. *Secondary:* Department of Defense personnel and other interested individuals. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:15 a.m. to 4:45 p.m.

Minimum/Maximum: 5/65

Afghanistan Field Orientation

Course Code AR421

This course provides personnel assigned to Afghanistan Provincial Reconstruction Teams, District Support Teams, Regional Platform, Consulates or other field positions, or anyone supporting these field positions from Embassy Kabul, with the professional skills and knowledge essential to function as a member of an interagency civil-military field team. It is mandatory for all Chief of Mission personnel assigned to the field in Afghanistan. Coursework covers topics such as USG strategy in the provinces and districts, Afghan subnational government structure, counterinsurgency, development programs in Afghanistan, civil-military planning and integration, post-casualty outreach, sustainable development, negotiations, and other topics essential to the field mission. The course consists of presentations, panel discussions and student role-plays using Afghan-American interpreters. Through lectures, group learning activities, and a role-play simulation, the course provides direct interaction with former field personnel and Afghan-Americans as well as desk officers and policy experts from USG agencies. Students are highly recommended to take *RS415*, page 249 prior to the course.

Course Objectives:

- To prepare new staff assigned to the field administratively, substantively and environmentally for deploying to Afghanistan and serving as integral members of their team, as well as those supporting the program.
- To provide an understanding of USG political and military strategy in Afghanistan and the inter-relationship of diplomacy, defense and development to implement that strategy at local, provincial and national levels.
- To provide an understanding of the role of consulates, Regional Platforms, Provincial Reconstruction Teams, District Reconstruction Teams and other sub-national capacity building elements in fulfilling U.S. strategy by building the capacity of provincial leaders and governing institutions.
- To provide an understanding of the variations of sub-national capacity building organizations and how they interact with their counterparts.
- To provide a fundamental understanding of how a field team accomplishes its mission at the provincial and sub-provincial level.

OPM Competencies Addressed:

✓ Creativity and Innovation
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:

✓ Adaptability
✓ Information Gathering and Analysis
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building

Recommended Preparation: *RS415 Afghanistan Familiarization*, page 249, is highly recommended.

Audience: *Primary* – This course is mandatory for civilian personnel from all agencies assigned under Chief of Mission authority to Provincial Reconstruction Teams, District Support Team, Brigade Headquarters, regional military commands, consulates or other field positions, as well as employees assigned to Embassy Kabul in support of such field positions. *Secondary* – Department of Defense personnel and other interested individuals may also participate. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:00 a.m. to 4:50 p.m.

Minimum/Maximum: 5/60

Cable Writing for Civilian Response Corps Staff and Members

Course Code RS521

FSI offers this course in support of, and in collaboration with the Office of the Coordinator for Reconstruction and Stabilization to prepare Civilian Response Corps (CRC) staff with the knowledge and skills required to develop, write and clear cables within an Embassy setting during periods of stabilization and reconstruction needs.

The course is specifically tailored for non-FSOs in the Civilian Response Corps or part of S/CRS who may be sent abroad in support of the U.S. government's commitment to reconstruction and stabilization in a designated area. Operating under Chief of Mission authority, S/CRS and Civilian Response Corps staff will provide support to the Embassy and the engagement team located at the Embassy in response to the identified conflict transformation possibilities. Reporting to the Embassy, Washington and/or other stakeholders on the status of the engagement is a critical task for S/CRS and CRC team members.

Course Objectives:
- State an understanding of the Embassy context in which cable writing serves as a key communication tool for Washington decision-making.
- Identify to whom cables are written and why.
- Demonstrate an understanding of the various types of content and classifications appropriate for cable communication, e.g. sector information, security information, public affairs, crisis incidence reporting, tactical assessment; and demonstrate knowledge of other types of embassy reporting.
- List and use appropriate information collection strategies to generate sufficient information for an effective cable.
- Define critical information categories within data collected for the purposes of coherent synthesizing.
- Distill and coherently convey information in correct cable format for Washington decision-makers.
- Use SMART and/or CableXpress cable processes.
- State the steps to clear cables in an Embassy environment.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision Making
✓ Innovation
✓ Persuasion and Negotiation
✓ Information Gathering and Analysis

Recommended Preparation: RS500 Foundations for Interagency Reconstruction and Stabilization.

Audience: Department of State Foreign Service employees, Civil Service employees, non-State U.S. government employees and contractors who are members of the Secretary of State's Office for the Coordinator for Reconstruction and Stabilization (S/CRS) and Civilian Response Corps who will be deploying with the Civilian Response Corps to Sudan.

To Enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2):
- Department of State employees (CS, FS) click "Apply Now" to request enrollment (FS have the option of requesting enrollment through HR/CDA).
- Other agency employees and all third-party contractors, submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.
- DoS contractors, include a Contractor Officer Approval Memo.

Note: Registration will also require approval from S/CRS Training.

CRC Pre-Deployment Preparation

Course Code RS520

FSI offers this course in support of, and in collaboration with the Office of the Coordinator for Reconstruction and Stabilization to prepare Civilian Response Corps (CRC) staff with pre-deployment training and background information on Sudan - its politics, history, the social context of the conflicts and Peace Agreements, security, etc.

The course is specifically tailored for those CRC members being sent to the Sudan in support of the U.S. government's commitment to reconstruction and stabilization in the area. Operating under Chief of Mission authority, S/CRS and Civilian Response Corps (CRC) staff will provide support to Embassy Khartoum and Consulate General Juba in the run-up to, and following Sudan's January 2011 referendum.

Course Objectives:
- Understand the context of S/CRS's engagement in Sudan, its role and responsibilities, conflict drivers, and sources of instability.
- Review Sudan from an historical context to include background on the conflict, Sudanese culture and ethnicity, and regional conflicts.
- Become familiar with the current political and economic landscape, regional conflicts and peace agreements (CPA, DPA, EPA) with a focus on Southern Sudan's capacity and challenges.
- Ascertain USG policy and strategy including sanctions and actions at the UN and the role of the UN in Sudan (i.e., UNAMID and UNMIS: Mandate, Challenges, Coordination).
- Identify ongoing S/CRS Facilitated Contingency Planning Efforts.
- Understand security throughout the country and USG programs on security.
- Grasp the humanitarian context and programs, to include refugee and migration issues.
- Become familiar with partner programs and polices (e.g., UN, EU, Troïka).

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision Making
✓ Innovation

✓ Persuasion and Negotiation
✓ Teamwork

Audience: Members of the U.S. Government's Civilian Response Corps and those USG employees who will be working in Sudan. Participants must also take OT610 Foreign Affairs Counter Threat Course, a five day course offered at the DSTC.

To Enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2):
- Department of State employees click "Apply Now" to request enrollment (FS have the option of requesting enrollment through HR/CDA).
- Other agency employees, as defined in above audience statement, click "Apply Now."

All online applications will be processed through FSI/Stablility Operations Division for approval prior to enrollment processing. HR/CDOs should contact SO prior to processing registrations.

Foundations in Conflict Prevention and Response

Course Code RS500

This course provides an introduction to conflict prevention and response operations for U.S. government civilian and military employees, and certain staff from key international partners. FSI offers this course in support of and in collaboration with the Office of the Coordinator for Reconstruction and Stabilization.

The course is directed primarily to the U.S. government's Civilian Response Corps including both its Active and Standby members. Participants may also include other U.S. government employees and some key staff of partner organizations, U.S. and international, working in reconstruction and stabilization operations. This class is designed to equip the student with basic knowledge and skills to serve in the Civilian Response Corps of S/CRS. Students will gain knowledge of key institutions and frameworks and learn techniques in building more effective partnerships among USG civilian departments and agencies and with partners abroad. Students will learn how to accomplish the Corps' main goal, which is to support USG and international efforts aimed at assisting countries in preventing conflict and emerging from conflict to transition to stable, self-sustaining peace.

Course Objectives:
- Students will be able to demonstrate the role of communication and interpersonal skills in whole-of –government CP&R operations.
- Students will be able to explain the structures and operations common to conflict prevention and response.
- Students will be able to demonstrate the knowledge and ability to use Conflict Assessment and Planning Tools to Mitigate Crisis Situations.
- Students will be able to describe CP&R Environment and Key Actors.

OPM Competencies Addressed:
✓ Conflict Management
✓ Decisiveness
✓ Influencing/Negotiating
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Professional Expertise

Recommended Preparation: *PN113 Introduction to Working in an Embassy*, page 132, *RS401 Introduction to Department of State Culture*, *RS402 Introduction to Department of Defense Agency Culture*, and/or *RS403 Introduction to U.S Agency for International Development Culture*, page 138.

Audience: *Primary* – CRC-A and the CRC-S of U.S. government's Civilian Response Corps. *Secondary* – S/CRS employees and other key partners working in the field of reconstruction and stabilization. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two weeks; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 10/48

Global Issues

Course Code PP510

See Global and Multilateral Issues, page 152.

Interagency Integrated Civilian-Military Training Exercise for Afghanistan

Course Code RS510

The *Interagency Civilian-Military Integrated Training Exercise* program at the Muscatatuck Urban Training Center in Butlerville, Indiana, simulates the working environment on civilian-military platforms in Afghanistan for civilian personnel from the Department of State, Department of Agriculture, the Agency for International Development, and other U.S. federal agencies. The program allows trainees to work in concert with military colleagues, including life on a Forward Operating Base, travel by military convoy or helicopter, and use of interpreters during scripted training events featuring Afghan-American role-players. Participants practice typical stabilization activities, such as attending meetings with government and local leaders, building personal relationships, and navigating sensitive situations with local Afghan officials, religious leaders and villagers. Trainees receive additional briefings on related topics such as civil affairs and gender issues in the countryside.

Course Objectives:
- Appreciate the requirements for effectively operating in a complex environment including: administrative, survival, and day-to-day functioning/life support.
- Understand the organization, role, capabilities and limitations of Platoon to Brigade/Regimental sized military units, and how each unit type integrates military and civilian activities in the contemporary operational environment in Afghanistan.
- Comprehend the internal functioning of a Provincial Reconstruction Team, District Support Team, Joint Task Force, Regional Command or consulate, as well as Afghan District, Provincial and National Government structures, including their organization, functions, capabilities and limitations.
- Understand the complexity of development in a Counter-Insurgency (COIN)/Stability environment.
- Demonstrate the ability to interact and work with Afghan counterparts: Afghans in PRT; Afghans in government, civilian military and police; and the Afghan population.
- Demonstrate an understanding and an ability to interact/collaborate with external stakeholders.
- Analyze mission performance.

Recommended Preparation: *RS415 Afghanistan Familiarization*, page 249, is highly recommended.

Prerequisite: *AR421 Afghan Field Orientation,* page 249.

Audience: *Primary* – The Interagency Civilian-Military Integrated Field Training is mandatory for civilian personnel from all agencies assigned under Chief of Mission authority to Provincial Reconstruction Teams, District Support Team, Brigade Headquarters, regional military commands, consulates, or other field positions, as well as employees assigned to Embassy Kabul in support of such field positions. *Secondary* – Department of Defense personnel and other interested individuals may also participate on a case-by-case basis but should first contact FSI/SPAS/SO. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Six days; at the Muscatatuck Urban Training Center - Butlerville, Indiana. Training is currently scheduled for twelve offerings.

Mininum/Maximum: 10/60

International Negotiation: Art and Skills

Course Code PP501

See Negotiation, page 216.

Introduction to Agency Culture

Course Code RS401-403

See Distance Learning, page 138.

Iraq Familiarization

Course Code FT610

This course is designed to provide an orientation to Iraq for all personnel assigned under Chief of Mission authority. It focuses on behaviors that will be productive and effective in interactions with Iraqis and within the U.S. Mission in Iraq. It draws on an overview of Iraq's history and culture and Iraq's modern political development experience to develop these behaviors in interaction with the students. It also presents brief descriptions of the agendas and backgrounds of the principal political actors in Iraq today. It provides familiarity with basic Arabic phrases and describes and demonstrates useful behaviors which will assist in developing positive, productive relationships with Iraqis. Scenarios considered range from interactions with office colleagues and employees to training relationships to advisory relationships and the conduct of negotiations on political and/or reconstruction-related issues with Iraqi officials. The course also includes an overview of living and working conditions within the U.S. Mission and the diplomatic security support provided by the Regional Security Office in Iraq. Personal and family support training includes advice on stress management from Mental Health Service, family support service available from the Family Liaison Office and personal affairs advocacy and support available from the Office of Casualty Assistance.

Course Objectives:
- Provide information on Iraq history, culture and politics essential to understanding the overall political-security environment in Iraq.
- Familiarize students with useful behaviors and essential Arabic phrases to assist their work in Iraq.
- Provide information on U.S. policy for Iraq and an update on overall strategy and current issues.
- Provide information on living and working conditions with the U.S. mission in Iraq.
- Provide information on personal and family support services available and Regional Security Office support for security in Iraq.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Leveraging Diversity

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise

Audience: This course is mandatory for all Foreign Service, Civil Service and Military Service employees of the Department of State, U.S. Agency for International Development, Department of Defense, Department of Treasury and other agency personnel who will serve in Iraq under Chief of Mission authority. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:15 a.m. to 4:30 p.m.

Minimum/Maximum: 5/60

Iraq Field Orientation

Course Code AR420

This course will provide Chief of Mission personnel working outside of the Embassy compound with the basic professional skills and knowledge to function successfully in an interagency, multi-cultural, complex, and potentially hostile environment. Students will learn about their role in supporting the Whole of Government Approach (WOGA) to Stability Operations in Iraq; the systems and processes that support the WOGA; the daily relevance of the primary documents used in planning/justifying activities (MSRP, JCP, SFA, SA); an overview of the mission and operations of each member of the interagency operating in Iraq; negotiations in a complex operation; effective civilian-military relationships; the transition from military to civilian control in Iraq; mechanisms and methods for creating a work plan and assessing progress; Iraqi government structure; sources for funding for USG projects; and guidelines for living in high threat environments. The course consists of presentations, panel discussions and student working groups, and includes practical exercises where students apply knowledge gained during the classroom sessions and supplemental readings. Through panel discussions, lectures and practical exercises, the course provides direct interaction with former PRT members and as well as other experts from USG agencies.

Note: Additional Iraq training and resource information is available on the DoS OpenNet (intranet Web site) at http://fsi.state.gov/languages/iraqis/default.

Course Objectives:
- Prepare new Chief of Mission personnel who will be operating outside of the Embassy both administratively and technically for deploying to Iraq.
- Understand the transitioning USG political and military strategy in Iraq and the interrelationship of the "three D's"—diplomatic, defense, and development tools—to implement that strategy at local, provincial and national levels as well as future provincial platforms.
- Understand the role of each individual in fulfilling that strategy by promoting stability and building capacity of provincial leaders and governing institutions.
- Understand how the Embassy accomplishes its capacity-building objectives—USG programs; funding sources' relations with provincial leaders.
- Understand the environment in which COM personnel operate in the field; current political issues for the Iraqi government; Iraqi perspectives; transition from military to

civilian control; and the evolving mission in the field.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Influencing/Negotiating
✓ Partnering
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building

Recommended Preparation: *FT610 Iraq Familiarization*, page 252, is highly recommended.

Audience: *Primary* – Mandatory for members of Iraq Provincial Reconstruction Team, Consulates or other Iraq field platforms. *Secondary* – Department of Defense personnel and other interested individuals may participate on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:15 a.m. to 4:30 p.m.

Minimum/Maximum: 10/50

Managing Foreign Assistance Awards Overseas

Course Code PP223
See Political Training, page 230.

Pakistan Familiarization

Course Code RS417

This course is designed to provide prospective members of the United States Mission to Pakistan with the basic professional skills and knowledge needed to function as members of Embassy Islamabad and the consulates in Karachi, Peshawar and Lahore. It includes an overview of the USG policy objectives in Pakistan and the region, and the inter-relationship of diplomacy, defense and development in achieving strategic objectives. Sessions will cover Pakistan's history and culture, politics, border issues, Pakistan's relations with its neighbors, and USG policy and programs in Pakistan and the region. The course also addresses living and working conditions within the U.S. Mission. Personal and family support training includes advice on stress management from Mental Health Service, family support service available from the Family Liaison Office and personal affairs advocacy.

Course Objectives:
- Supply an understanding of the history, culture, ethnic and religious breakdown of Pakistan, and its relationships with neighboring countries.
- Prepare new staff assigned to U.S. Mission Pakistan administratively and substantively for serving as integral members of the Mission.
- Provide an understanding of the role of the U.S. Mission in Pakistan.
- Provide an understanding of the role of the military in Pakistan history and politics.
- Supply information on U.S. policy for Pakistan and an update on overall strategy and regional and current issues.
- Provide information on living and working conditions in Islamabad, Lahore, Peshawar and Karachi.
- Offer information on personal and family support services available and Regional Security Office support for security in Pakistan.

OPM Competencies Addressed:
✓ Operational Effectiveness
✓ Professional Expertise
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Influencing/Negotiating
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise

Audience: *Primary* – Department of State direct-hire (FS,CS) employees deploying to Pakistan to serve under Chief of Mission Authority. Other U.S. federal interagency civilians deploying to Pakistan to serve under Chief of Mission Authority may attend on a reimbursable basis. *Secondary* – Department of Defense personnel and other interested individuals may also participate on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 8:15 a.m. to 4:45 p.m.

Minimum/Maximum: 8/25

Political-Military Affairs

Course Code PP505
See Political Training, page 231.

Reconstruction and Stabilization, Introduction to

Course Code PD573
See Distance Learning, page 138.

The Career Transition Center provides training, counseling and other assistance to U.S. citizen employees of the Department of State, other Foreign Affairs agencies and other federal agencies to help them plan for retirement. These programs can help make the transition to new pursuits more successful and less stressful.

Retirement courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Annuities, Benefits and Social Security Workshop

Course Code RV104

This workshop is designed to assist employees in understanding their federal Civil Service or Foreign Service annuities, Thrift Savings Plan, and Social Security benefits. Participants learn how to estimate their annuities, their options regarding the Thrift Savings Plan and life and health insurance coverage after retirement. They also learn how their Social Security retirement benefit is calculated and how work after retirement may affect their Social Security. This workshop is also embedded in the four-day *RV101 Retirement Planning Seminar*, page 255.

Audience: Department of State direct-hire (FS, CS) employees who want to learn how their retirement benefits are computed. Spouses of enrolled DoS students may attend on a space-available basis. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis; spouses on a space-available reimbursable basis. To enroll, DoS employees apply online or FS may contact HR/CDA; DoS spouses of enrolled DoS employees, contact the Career Transition Center at 703-302-7407 to be placed on the wait list; Non-DoS and their EFMs submit a funded SF-182 (see page 2).

Note: Questions may be referred to the FSI Office of the Registrar at 703-302-7144/7137or e-mail to FSIRegistrar@state.gov.

Schedule: One day 9:00 a.m. to 4:00 p.m. Check-in begins at 8:15 a.m.

Minimum/Maximum: 5/20

Financial Management and Estate Planning Workshop

Course Code RV103

This workshop is intended to help employees plan for the future financially and legally. It provides basic knowledge of financial management and estate planning. Participants learn about gathering data, setting goals, choosing strategies, designing a portfolio, choosing investments, monitoring progress, powers of attorney, living trusts, revocable trusts, living wills and probate. This workshop is also embedded in the four-day *RV101 Retirement Planning Seminar*, page 255.

Audience: Department of State direct-hire (FS, CS) employees and spouses who want to learn about the nuts and bolts of financial management and estate planning. Spouses of enrolled DoS employees may attend on a space-available basis. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis; spouses on a space-available reimbursable basis. To enroll, DoS employees apply online or FS may contact HR/CDA; DoS spouses of enrolled DoS employees, contact the Career Transition Center at 703-302-7407 to be placed on the wait list; Non-DoS and their EFMs submit a funded SF-182 (see page 2).

Note: Questions may be referred to the FSI Office of the Registrar at 703-302-7144/7137 or e-mail to FSIRegistrar@state.gov.

Schedule: One day 9:00 a.m. to 4:00 pm. Check-in begins at 8:15 a.m.

Minimum/Maximum: 5/20

Job Search Program

Course Code RV102

This program helps participants as they leave full-time U.S. government work and transition into the next phase of their professional and personal lives. Through an intensive learning experience of individual/group counseling and training, participants acquire the skills and knowledge needed to conduct a job search. The Job Search Program offers a wide variety of outside speakers and other activities to aid in the decisions of what to do after retirement and how to go about finding satisfying employment or alternative pursuits. The course emphasizes skill assessment, resume and self marketing materials, networking, interviewing techniques, and transition strategies.

Note**:** Registration deadline is three weeks before the beginning of the program.

Course Objective:

- Identify plans for the future and develop a roadmap to achieve individual goals.
- Acquire and demonstrate skills and knowledge for successful job search.

Audience: Department of State direct-hire (FS, CS) employees who are retiring or being involuntarily separated (other than for cause). Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS FS apply through HR/CDA; DoS CS apply through Bureau Training Office; Non-DoS submit a funded SF-182 (see page 2).

Schedule: The Shultz Center, Arlington, Virginia, 9:00 a.m. to 4:00 p.m. First day start time is 8:00 a.m. Length of the program varies from one to two months depending on employee's classification and agency. All participants attend the one-month workshop. The remainder of time is spent in individual job search.

Minimum/Maximum: 30/145

Mid-Career Retirement Planning

Course Code RV105

This workshop offers useful information for employees within 10 to 15 years of retirement eligibility. Experts discuss financial and estate planning, annuities and benefits in retirement, life after retirement, the federal long-term care program and the Thrift Savings Plan.

Audience: Department of State direct-hire (FS, CS) employees within 10 to 15 years of retirement. Spouses of enrolled DoS employees may attend on a space-available basis. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis; spouses on a space-available reimbursable basis. To enroll, DoS employees apply online or FS may contact HR/CDA; DoS spouses of enrolled DoS employees, contact the Career Transition Center at 703-302-7407 to be placed on the wait list; Non-DoS and their EFMs submit a funded SF-182 (see page 2).

Note: Questions may be referred to the FSI Office of the Registrar at 703-302-7144/7137or e-mail to FSIRegistrar@state.gov.

Schedule: Two days; 9:00 a.m. to 4:00 p.m. Check-in begins each day at 8:15 a.m.

Minimum/Maximum: 75/220

Retirement Planning Seminar

Course Code RV101

This four-day seminar offers useful information for planning life after retirement from full time federal government employment. Experts in various fields discuss financial and estate planning, tax issues, Social Security, federal health benefits (FEHB) and Medicare, annuities, long term care, transition issues, health and fitness, and career management. The *RV103 Financial Management and Estate Planning Workshop*, and the *RV104 Annuities, Benefits and Social Security Workshop*, page 254, are embedded in the *Retirement Planning Seminar*. Concurrent registration is not required.

Audience: Department of State direct-hire (FS, CS) employees. Spouses of enrolled DoS employees may attend on a space-available basis. Registration deadline is two weeks before the beginning of the program. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis; spouses on a space-available reimbursable basis. To enroll, DoS employees apply online or FS may contact HR/CDA; DoS spouses of enrolled DoS employees, contact the Career Transition Center at 703-302-7407 to be placed on the wait list; Non-DoS and their EFMs submit a funded SF-182 (see page 2).

Note: Questions may be referred to the FSI Office of the Registrar at 703-302-7144/7137or e-mail to FSIRegistrar@state.gov.

Schedule: Four days; first day 8:45 a.m. to 4:00 p.m., Days One, Three and Four 9:00 a.m. to 4:00 p.m.; Day Two 9:00 a.m. to 5:00 p.m. Check-in begins each day at 8:15 a.m.

Minimum/Maximum: 75/280

Basic Emergency and Evacuation Radio Skills

Course Code YW280

See Distance Learning, page 81.

Emergency Medical Training

Course Code PT530

This course provides instruction in emergency medical care.

Note: This is a practical, hands-on course. Please dress in loose, comfortable clothing.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Team Building
✓ Technical Skills

Prerequisite: None.

Audience: Department of State direct-hire (FS) employees who are newly hired, entry-level Foreign Service personnel. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

The need for security crosses into many realms — personal or physical protection, information protection (both virtual and text), protection of our national identity both domestically and overseas, among others. The following courses serve to teach employees and family members how to prepare for high-risk situations and environments, safeguard against breaches of security, and develop response protocols should security be compromised.

The FSI Transition Center's Security Overseas Seminars are designed to meet the security awareness needs of U.S. government personnel and families going overseas. Security experts offer guidance on a range of security-related topics, including personal security, environmental hazards, explosive devices, fire safety, evacuation planning, crisis management, counter-surveillance, counter-intelligence, weapons of mass destruction and hostage survival. The "Advanced" online course for experienced employees acts as a refresher and update on the latest security threats. The "Youth" seminar is designed to increase children's awareness of how to "play it safe" overseas and how to transfer this awareness into appropriate action.

The protection of information resources is a priority for all employees. The Information Management Training Division offers online courses to equip the employee with the information necessary to protect personal data while using the Department's intranet or creating a safe environment for an organization's information resources.

The Stability Operations Division offers pre-deployment training for areas such as Afghanistan, Iraq or Pakistan (see page 246).

The Department also provides security training at the Diplomatic Security Training Center. For information about courses offered at DSTC, please call the DSTC Registrar at 703-204-6100 or -6112 or visit their Web site on the Department's intranet.

FSI Security courses are listed alphabetically within this section. Please see the main table of contents or the index for a complete course listing.

Active Defense: An Executive's Guide to Information Assurance

Course Code PS830

See Distance Learning, page 139.

Cyber Security Awareness

Course Code PS800

See Distance Learning, page 139.

Domestic Emergency Management

Course Code PD538

See Distance Learning, page 139.

Information Sharing Environment

Course Code EX200

See Distance Learning, page 140.

Personal Identity Verification Module 2

Course Code PS820

See Distance Learning, page 140.

Security Overseas Seminar

Course Code MQ911

For information, please e-mail FSISOS@state.gov or call 703-302-7269.

To better prepare our work force and their families for the security challenges overseas, we provide this two-day security awareness program. Subject matter experts provide information and guidance on a range of topics which include personal security, environmental hazards, explosive devices, fire safety, evacuation planning, crisis management, weapons of mass destruction, and hostage survival.

Course Objectives:
- Identify safety and security issues facing employees and family members overseas.
- Identify safety and security contingency planning activities.
- Learn ways to appropriately utilize safety and security personnel and other resources.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Security, including Management of Sensitive and Classified Material, Information and Infrastructure

Audience: Mandatory for Department of State direct-hire employees prior to their first overseas assignment and highly recommended for their EFMs and MOHs. Mandatory, on a reimbursable basis, for foreign affairs agency employees prior to the first overseas assignment and highly recommended for their EFMs and MOHs. These are adult sessions not designed for children. Other Foreign Affairs agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m., weekdays. See *MQ914 Security Overseas Seminar, Youth*, page 257, for information concerning concurrent offerings.

Minimum/Maximum: 10/160

Security Overseas Seminar, Advanced

Course Code MQ912

See Distance Learning, page 140.

Security Overseas Seminar, Youth

Course Code MQ914

For information, please e-mail FSITrainingCenter@state.gov or call 703-302-7268.

In this course, foreign affairs agency family members, in grades two through twelve during the summer months, and grades six through twelve in February, will explore safety and security threats they might face in an overseas environment and identify resources to protect themselves.

Course Objectives:
- Identify security resources.
- Apply general security rules to overseas life.

OPM Competencies Addressed:
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment

Note: Children's parents must be present on the Shultz Center campus during the session.

Audience: Department of State Foreign Service employees' eligible family members in grades two through twelve during the summer months and grades six through twelve in February. Classes are divided by age group. Other Foreign Affairs agency employees' eligible family members who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m., weekdays. Offered concurrently with *MQ911 Security Overseas Seminar*, page 256.

Minimum/Maximum: 5/30

The Curriculum and Staff Development Division offers a variety of courses that focus on sharpening training skills for both new and experienced trainers, presenters, instructors and course managers. CSD conducts courses and workshops on training design, evaluation and use of technology in training. Upon request, the division's training specialists can custom-design workshops and training programs that meet individual office and work group requirements. CSD Division courses and services are available to a wide audience: Foreign and Civil Service, American and Foreign Service Nationals and, on a reimbursable basis, employees of other government agencies. Contact the CSD Division Director with any questions at 703-746-2348.

Curriculum and Staff Development courses are listed under two main catalog themes:

- Program Planning and Assessment, page 234.
- Training Skills, page 259.

Within each section, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Intact Work Group Training

Course Code PD525

These events are workshops, or training programs, custom-designed to meet the training needs of an office, bureau, work group or overseas mission. They may include any of the topics listed below or others as needed.

Course Objectives:
- Staff meetings, offsites and retreats.
- Training-of-trainers programs.
- Change management.
- Cross-cultural effectiveness.
- Future planning.
- Program assessment.
- Program design and development.
- Work team training.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Program Assessment
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Team Building

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Training schedule is custom-designed for office or work groups and can be arranged for one- to several-days duration. Contact FSI/Curriculum and Staff Development Division at 703-746-2348 to arrange a special session.

Minimum/Maximum: 5/30

Putting Adult Learning into Practice

Course Code PD537

This course covers adult learning techniques for training design and delivery. Participants also gain practical suggestions for incorporating adult learning and experiential training techniques into courses, workshops, offsites and other instructional programs. The emphasis is on making training active, exciting, fun and meaningful.

Course Objectives:
- Articulate adult learning concepts.
- Consider different delivery methods that enhance a variety of adult learning styles.
- Create presentations and trainings that support adult learning theories and diverse learning styles.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Technical Credibility

FS Precepts Addressed:
✓ Innovation
✓ Operational Effectiveness
✓ Professional Development, including Active Learning

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are charged with the design and/or delivery of any type of training program. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 8/24

Staff Development Training

Course Code PD526

These events are workshops custom-designed to meet the needs of an office, bureau or overseas mission. They are intended to address staff development and training needs of an office or work group. They may include any of the following topics, or others as needed.

Course Objectives:
- Cross-cultural effectiveness.
- Interpersonal communication.
- Presentation skills.
- Team effectiveness.
- Training of trainers.
- Other staff development services.

OPM Competencies Addressed:
✓ Interpersonal Skills
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Team Building

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Training schedule is custom-designed for office or work groups and can be arranged for one- to several-days duration. Contact FSI/Curriculum and Staff Development division at 703-746-2348 to arrange a special session.

Training and Presentation Skills

Course Code PD513

Would you like to develop your skills and increase your confidence in speaking to groups, delivering presentations, and providing training? In this course, you will be given the opportunity to deliver two interactive presentations, receive feedback from the instructor and your peers and assess your own personal strengths. You will leave with a plan for enhancing and sustaining your effectiveness as a presenter and trainer.

Course Objectives:
- Articulate fundamental concepts of adult learning.
- Practice skills for delivering content effectively.
- Develop strategies for becoming comfortable in front of an audience.
- Explore techniques for facilitating group discussions.
- Incorporate experiential learning activities.
- Use audio-visuals to enhance learning.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Interpersonal Skills
✓ Oral Communication
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Oral Communication
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) training program administrators. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m. Course is also offered by special request from an office, bureau, workgroup or overseas mission. Contact FSI/Curriculum and Staff Development Division to arrange a special session by calling 703-746-2348.

Minimum/Maximum: 5/8

Training Design Practicum, Advanced

Course Code PD509

This practicum assists participants in writing a quality design to achieve desired training outcomes for courses, workshops, presentations, offsites and other instructional training programs. Participants should take *PD512 Training Design Workshop* or *PD505 Training Tradecraft*, page 260 prior to participating in this practicum. Participants bring in their own design projects and work on them in class with input and assistance from the instructor.

Course Objectives:
- Identify and write performance-based learning objectives.
- Select and organize effective methods for achieving objectives.
- Practice a systematic approach to design so that other trainers can deliver the material more effectively.
- Write or revise a training or program design, with consultative assistance.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Technical Skills
✓ Written Communication

Prerequisite: *PD505 Training Tradecraft*, page 261, or *PD512 Training Design Workshop*, page 260.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are charged with the design and/or delivery of any type of course or program. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, once approved by course instructor, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2). Please confer with the course instructor before registering by calling 703-746-2348. Bring the idea for a design, or a current training design, to work on in class.

Schedule: One-and-a-half days;
Day One: 9:00 a.m. to 4:00 p.m.
Day Two: 9:00 a.m. to noon.

Minimum/Maximum: 5/16

Training Design Workshop

Course Code PD512

In this course, you will learn a systematic approach to training design that entails needs analysis, course documentation, writing goals and objectives, selecting methodologies and course evaluation. You will work on an actual training course design or presentation and receive peer feedback as well as coaching from the course instructor.

Course Objectives:
- Identify and write performance-based learning objectives.
- Select and organize effective methods for achieving your objectives.
- Structure learning activities to meet desired training outcomes.
- Format and document a design so that it can be delivered effectively by other trainers.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Technical Skills
✓ Written Communication

Prerequisite: Bring the idea for a design, or a current training design, to work on in class.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are charged with the design and/or delivery of any type of training program. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three days; 9:00 a.m. to 4:00 p.m.

Course is also offered by special request from an office or bureau. Contact FSI/Curriculum and Staff Development division at 703-746-2348 to arrange a special session.

Minimum/Maximum: 8/16

Training Skills Practicum, Advanced

Course Code PD552

Take this course if you want to become a better presenter or instructor. It goes beyond the basics to enhance delivery skills of experienced trainers, facilitators, speakers and workshop presenters. The day begins with a quick but comprehensive review of key training tools and techniques. Participants then identify both personal strengths and critical skills they want to sharpen. Over the course of the day, each participant delivers two or three presentations and receives feedback from instructor and other participants in a structured and supportive

environment. Presentations are recorded so that participants can see themselves in action and self-assess their performance based on skills selected and feedback received.

Course Objectives:
- Sharpen current training skills and develop new ones.
- Gain tips and techniques for delivering a confident and focused presentation.
- Enhance abilities related to audience interaction and adult learning methodologies.
- Create a personalized self-assessment of presentation skills.
- Give and receive feedback in a supportive, "learn by doing" atmosphere.
- Develop a personal action plan for follow-up improvement.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Interpersonal Skills
✓ Oral Communication
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Written Communication

Prerequisite: *PD505 Training Tradecraft*, page 261, *PD513 Training and Presentation Skills*, page 259.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who deliver presentations, teach courses, facilitate discussions, conduct workshops or lead instructional events. Other agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/8

Training Tradecraft

Course Code PD505

This course will provide knowledge, skills and attitudes essential to designing and delivering effective training. Participants will be actively involved in creating a training design, developing and delivering interactive presentations, creating effective visual aids and training handouts, and practicing facilitating group discussions. The overall goal of the course is to prepare participants to be effective in their roles as trainers, instructors and facilitators. Emphasis is placed on in-class practice and skill building.

Course Objectives:
- Describe key principles of adult learning.
- Articulate fundamental concepts of training design and evaluation.
- Develop clear training objectives.
- Write a session design.
- Select training methodologies appropriate to the event one is conducting.
- Demonstrate basic presentation and facilitation skills.
- Create effective visual aids and course handouts.
- Identify techniques for delivering a confident and focused presentation.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Interpersonal Skills
✓ Oral Communication
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Technical Skills
✓ Written Communication

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who deliver presentations, teach courses, facilitate discussions, conduct workshops or lead training. Other agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 6/16

Writing Specific Objectives

Course Code PD551

See Distance Learning, page 141.

The Transition Center provides information, training, counseling and referral services to U.S. government foreign affairs employees and their families who are preparing for an overseas assignment, returning to the United States, or who are preparing for retirement or separation, other than for cause. The Transition Center consists of three divisions: the Overseas Briefing Center (Information Center), the Training Division and the Career Transition Center.

This section is divided into two subsections:
- Basic Courses, page 262.
- Personal Planning Courses, page 264.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Basic Courses

Communicating Across Cultures

Course Code MQ802
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This course gives hands-on experience in adjusting to variations in cultural values and communication found in overseas life and work.

Note: Especially useful when taken as a companion to *MQ803 Realities of Foreign Service Life*, page 263, and *MQ115 Explaining America*, page 262.

Course Objectives:
- Identify key American cultural values as well as those of other nations.
- Identify personal reactions to cultural differences.
- Recognize personal strengths that facilitate cross-cultural communication.
- Explore effective strategies for living with cultural diversity.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees and their adult eligible family members who are preparing for an overseas assignment. Other foreign affairs agency employees, and their adult EFMs, who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Saturday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/30

English Teaching Seminar: An Employment Option

Course Code MQ107
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This course provides an introduction and overview of materials and methods for teaching English as a second or foreign language.

Course Objectives:
- Identify how it feels to be a language learner.
- Recognize the importance of cultural values and assumptions, their manifestations in the classroom and the need to be sensitive to them in lesson planning and facilitation.
- Use technology to expand available teaching, qualification and job resources.
- Create activities and use games for various lessons including teaching reading, writing, speaking and listening.
- Identify certificate and degree programs available to them.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Leveraging Diversity
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Foreign Language Skill
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees and their adult eligible family members who are interested in learning about the field of teaching English as a possible volunteer or employment opportunity. Other foreign affairs agency employees, and their adult EFMs, who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Explaining America

Course Code MQ115
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

As a companion course to *MQ802 Communicating Across Cultures*, page 262, this course builds on the theme that by understanding oneself, one can better understand others and their differences. The course acquaints participants with the major trends in American society today based upon an understanding of the roots of American cultural values. It also introduces techniques for responding to the "hard questions" about American society.

Course Objectives:
- Analyze and explain aspects of America using an understanding of fundamental American values.
- Identify sources for further personal studies of America.
- Develop skills to articulate to another culture what it means to be "American."

OPM Competencies Addressed:
✓ Decisiveness
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Innovation
✓ Openness to Dissent
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS) employees and their adult eligible family members who are going overseas and wish to enhance their skills. Other foreign affairs agency employees, and their adult EFMs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Tuesday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Orientation to State Overseas

Course Code MQ119
See Orientation, page 224.

Post Community and Country Research

Course Code MQ899
See Distance Learning, page 141.

Post Options for Employment and Training

Course Code MQ703
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

In this course, participants receive information that explores and explains the various mechanisms for employment and training available to spouses when posted abroad. It helps them investigate work options overseas and make realistic career plans as an internationally mobile spouse.

Course Objectives:
- Identify USG support for spouses who wish to work inside or outside a mission.
- Identify FSI training opportunities available overseas.
- Distinguish between U.S. and global resumes.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Problem Solving
✓ Resilience
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Information Gathering and Analyses
✓ Innovation
✓ Oral Communication
✓ Professional Standards

Audience: Adult eligible family members and members of household of Department of State direct-hire FS employees. Adult EFMs and MOHs of other foreign affairs agency employees may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Protocol and U.S. Representation Abroad

Course Code MQ116
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Participants gain practical information about protocol, etiquette and U.S. representational responsibilities pertinent to the foreign affairs life.

Course Objectives:
- Build confidence in dealing with protocol issues.
- Learn basic rules of protocol and begin applying them in simulated situations.
- Be aware of basic rules for representational events.
- Identify where to obtain protocol and etiquette resources for further study.

OPM Competencies Addressed:
✓ Continual Learning
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Political Savvy
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Knowledge of Foreign Cultures
✓ Professional Development, including Active Learning
✓ Professional Standards

Audience: Department of State (FS, CS) employees and their adult eligible family members new to, or unfamiliar with, representational responsibilities in the foreign affairs world. Other foreign affairs agency employees who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Saturday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/40

Realities of Foreign Service Life

Course Code MQ803
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This course is the basis of the continuum of training designed to build life skills for adult foreign affairs personnel and their family members. Participants learn about the structure and characteristics of U.S. missions and overseas communities and discuss what it is like to be part of the diplomatic community overseas.

Note: See also *MQ802 Communicating Across Cultures*, *MQ115 Explaining America*, page 262, and *PN113 Introduction to Working in an Embassy*, page 132.

Course Objectives:
- Relate various aspects of the foreign affairs lifestyle to their personal goals.
- Identify the challenges therein.
- Identify resources available to them and their families that can assist with this global lifestyle.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Knowledge of Foreign Cultures
✓ Professional Development, including Active Learning

Audience: Department of State direct-hire (FS, CS) employees and their adult eligible family members who are new to, or unfamiliar with, U.S. government service abroad. Other foreign affairs employees and their EFMs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Special Education Needs Overseas Seminar

Course Code MQ118
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This training is specifically designed for parents of children with special educational needs who are or who plan to be assigned to a U.S. mission abroad. Multiple offices in various bureaus work with the families that need assistance and guidance in this field. This seminar will present a comprehensive picture of the Department's special education support system and the parents will learn how to proactively navigate this system to plan for their children with special education needs. It will provide attendees an opportunity to interact with presenters and they will receive extensive resource materials for future reference and support.

Course Objectives:
- Enable families to be able to identify the offices with which they need to work.
- Learn of the resources available for meeting special education needs.
- Have an opportunity to seek answers and find support regarding specific concerns.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Partnering
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Institutional Knowledge
✓ Professional Standards

Audience: Department of State (FS, CS) employees and their adult eligible family members who are assigned to an overseas post. Other foreign affairs agency employees and their EFMs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/30

Targeting the Job Market

Course Code MQ704
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Participants gain information to utilize foreign affairs experience in forming a comprehensive employment plan.

Course Objectives:
- Prepare job search support materials and documents.
- Identify steps to gain employment with the federal government.
- Locate local job resources.
- Explore successful interview techniques.
- Learn how to use networking as a tool in the job search.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Innovation
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees' adult eligible family members interested in preparing for employment search. Other foreign affairs agency EFMs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/24

Personal Planning Courses

Regulations, Allowances and Finances in the Foreign Service Context

Course Code MQ104
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Experts from the Department of State and other organizations present and discuss options available for those going overseas and/or planning their future.

Course Objectives:
- Learn the general aspects of retirement and estate planning, savings plans, investments, TSP, IRA and other topics from legal and financial experts.
- Learn selected State Department policies related to allowances, services and benefits.
- Learn where to obtain information to make independent decisions in case of an emergency.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ External Awareness
✓ Financial Management
✓ Integrity/Honesty
✓ Strategic Thinking

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectiveness

Audience: Department of State direct-hire (FS, CS) employees and their adult eligible family members. Other foreign affairs agency employees and their EFMs who meet the above-stated requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Weekdays; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/30

The Transition Center offers several informal presentations for employees of foreign affairs agencies and their eligible family members who are preparing for a transition in their career or personal life. Because this is a controlled access facility, individuals must sign-up for sessions in advance, providing requested personal data. To enter the facility, you will be required to show photo identification and your name must appear on the security access list. Enroll directly by contacting the Transition Center by phone at 703-302-7268, 7276 or by FAX at 703-302-7452 or e-mail at FSITCTraining@state.gov. Early notification is requested as sessions fill quickly. A workshop may be canceled if advance registration is low. Please register more than two weeks before the session start date to ensure placement.

This section is divided into three subsections:

- Basic Workshops, page 265.
- Going Overseas Series, page 266.
- Personal Planning Workshops, page 267.

Within each subsection, courses are listed alphabetically. Please see the main table of contents or the index for a complete course listing.

Basic Workshops

DCM/Principal Officer Spouse, The Role of the

Course Code MQ110

For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This presentation runs in conjunction with the *PT102 Deputy Chiefs of Mission/Principal Officers Seminar*, page 165, during the first three days of the second week, with separate and joint sessions for both employee and spouse. Participants obtain information to make informed decisions for personal growth and public service at their next post.

Course Objectives:
- Define personal goals for the upcoming tour.
- Clarify the role the individual is willing to assume as the spouse of the Deputy Chief of Mission or Principal Officer.
- Clarify values as they relate to the use of the participant's time.
- Identify personal strengths and interests as they apply to the role of a DCM/PO spouse.
- Identify self-management and leadership skills useful to the spouse of the DCM/PO.

Audience: Eligible family members whose employee spouse is enrolled in *PT102 Deputy Chiefs of Mission/Principal Officers Seminar*, page 165, or who will be going overseas as the spouse of a DCM or Principal Officer. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Three days; 9:00 a.m. to 4:00 p.m. Subject to scheduling of DCM/Principal Officer course.

Minimum/Maximum: 5/15

Encouraging Resilience in the Foreign Service Child

Course Code MQ500

For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This workshop defines the characteristics of internationally mobile children and examines how frequent relocation and cross-cultural experiences may affect them. It explores factors that encourage resilience in foreign service children and suggests strategies for parenting and making smooth transitions.

Course Objectives:
- Learn characteristics of resilient children.
- Identify factors affecting foreign service children.
- Develop strategies for parenting in an internationally mobile, cross-cultural environment.

Audience: Foreign Affairs agency employees interested in child development and the effects of a mobile childhood; adult eligible family members. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/40

Maintaining Long Distance Relationships

Course Code MQ801

For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Many people in the foreign affairs life find themselves separated from spouses and family for extended periods. This presentation explores ways and identifies behaviors that strengthen often-apart or long-distance relationships.

Note: Additional Iraq training and resource information is available to you on the DoS OpenNet at http://fsi.state.gov/languages/iraqis.

Course Objectives:
- Examine the role and expectations of relationships.
- Identify and rank current life priorities.
- Identify pitfalls of an often-apart or long-distance relationship.
- Learn personality traits that promote a successful long-distance relationship.

Audience: Foreign Affairs agency employees and eligible family members who experience extended or frequent separations due to foreign affairs travel or assignments. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Raising Bilingual Children

Course Code MQ851

For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Parents in Foreign Affairs agencies have a unique opportunity to encourage bilingualism in their children. This panel discussion explores strategies to take advantage of the multicultural experiences the foreign affairs lifestyle affords.

Course Objectives:
- Learn about resources for planning and support in raising children bilingually.
- Identify challenges and rewards of raising children bilingually.

Audience: Foreign Affairs agency employees and their eligible family members who are from the same or different cultures interested in raising their children with multilingual capabilities. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/40

Singles in the Foreign Service

Course Code MQ203
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This course provides information on the mechanics of dating, moving and living single in the foreign affairs community.

Course Objectives:
- Learn the issues specific to the social life of a single employee overseas.
- Apply practical and logistical issues to the overseas life of a single.
- Identify personal support systems for singles in the U.S. and in the overseas mission.

Audience: Foreign Affairs agency employees who are single. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday, 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/20

Transition to Washington for Foreign-Born Spouses

Course Code MQ302
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

For Americans, a Washington, D.C. assignment means coming home, but the foreign-born spouse has different needs. This workshop introduces foreign-born newcomers to Washington, D.C. and the American culture, with a focus on Washington, D.C. as a foreign assignment.

Course Objectives:
- Discuss feelings about cultural adjustment in the U.S.
- Identify specific needs during the assignment.
- Identify various aspects of American culture.
- Learn about resources available in the Washington, D.C. area.
- Identify strategies for building upon cultural diversity.

Audience: Eligible family member foreign-born spouses coming to Washington, D.C. for the first time or those wishing to connect with others who have similar interests. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Saturday, 9:00 a.m. to 1:00 p.m.

Minimum/Maximum: 10/30

Traveling with Pets

Course Code MQ855
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Travel can be traumatic for pets and their owners. Experts in animal care experienced in shipping pets give advice.

Course Objectives:
- Learn how to prepare animals for travel.
- Locate services and resources that airlines and local kennels have available.

Audience: Foreign Affairs agency employees and their eligible family members who are concerned about traveling overseas with their pets. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/100

Young Diplomats Day

Course Code MQ250
For information, call 703-302-7268.

This workshop is an introduction to the world of diplomacy for eligible family member children of U.S. government employees working abroad. It is designed to complement the Going Overseas Workshops, *MQ210 Going Overseas for Families*, page 266, and *MQ230 Going Overseas–Logistics for Children*, page 267. When taken in conjunction with *MQ914 Youth Security Overseas Seminar*, page 257, it forms a two-day diplomatic training workshop for children grades two through twelve.

Course Objectives:
- Learn how an embassy and consulate are organized.
- Explain American culture, holidays and values to peers.
- Learn basic social skills, including introductions, appropriate forms of address and cultural differences in gestures, body language and dress.

Note: Children's parents must be present on the Shultz Center campus during the session.

Audience: Foreign Affairs agency eligible family member children who have completed the first grade and are new to diplomatic life. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Monday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/20

Going Overseas Series

Separate morning sessions are offered for families, singles and couples without children. Adults and children attend separate afternoon workshops that deal with the logistics of moving overseas. Participants may sign-up for morning, afternoon or both sessions.

Going Overseas for Families

Course Code MQ210
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

U.S. government family units with children in grades two through twelve, parents of younger children and/or those leaving children behind discuss the psychological process of preparing for an assignment abroad. This class is offered in conjunction with the afternoon classes *MQ220 Going Overseas–Logistics for Adults* and *MQ230 Going Overseas–Logistics for Children*, pages 267.

Course Objectives:
- Identify individual and family issues surrounding the preparation for an overseas move.
- Plan how each member of the family will participate in the moving process.
- Practice communication and team building skills that will draw the family together during transitions.

Audience: Foreign Affairs agency employees and their eligible family members, including children in grades two through twelve, parents of younger children or children who will not be accompanying them to post. The workshop content is not designed for children younger than grade two. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Saturday; 9:00 a.m. to noon.

Minimum/Maximum: 10/30

Going Overseas for Singles and Couples Without Children

Course Code MQ200
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This morning workshop gives participants an opportunity to discuss the psychological process of preparing for an assignment abroad. This workshop is offered in conjunction with *MQ220 Going Overseas–Logistics for Adults*, page 267.

Course Objectives:
- Identify the four phases of moving.
- Discuss ways to let go of items and people that will be missed and set priorities for saying goodbye.
- Identify the stages of the normal adjustment process and learn how to deal with stress encountered during these stages.
- Learn effective communication strategies.

Audience: Foreign Affairs agency employees, singles and couples, going overseas without children. As every move is different, this workshop is not limited to those embarking on their first overseas assignment. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Saturday; 9:00 a.m. to noon.

Minimum/Maximum: 10/30

Going Overseas–Logistics for Adults

Course Code MQ220
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This session of the Going Overseas day covers the "nuts and bolts" of planning for the move overseas. This workshop is offered in conjunction with *MQ200 Going Overseas for Singles and Couples without Children*, page 267, and *MQ210 Going Overseas for Families*, page 266.

Course Objectives:
- Establish a timeline for moving.
- Plan for a consumables shipment.
- Learn various regulations and allowances pertinent to the move.

Audience: Foreign Affairs agency employees and adult eligible family members preparing to move overseas. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday 6:00 p.m. to 8:30 p.m.; Saturday, 1:00 p.m. to 3:30 p.m.

Minimum/Maximum: 10/40

Going Overseas–Logistics for Children

Course Code MQ230
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

The children's afternoon session of the Going Overseas session covers the logistics of planning for the move overseas with special focus on the needs of children. Children will be divided into age appropriate sessions. This workshop is offered in conjunction with *MQ210 Going Overseas for Families*, page 266.

Course Objectives:
- Learn to prepare for the move.
- Learn how to sort belongings by prioritizing importance and considering availability constraints.
- Recognize normal childhood reactions to moving.

Note: Children's parents must be present on the Shultz Center campus during the session.

Audience: Eligible family members who are in grades two through twelve. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Saturday; 1:00 p.m. to 3:30 p.m.

Minimum/Maximum: 10/30

Personal Planning Workshops

Legal Considerations in the Foreign Service

Course Code MQ854
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

The mobile foreign affairs lifestyle gives rise to unique legal implications for Foreign Affairs agency employees and their eligible family members. This workshop includes a panel of experts provided by the American Foreign Service Protective Association to discuss contingency planning.

Course Objectives:
- Learn steps in creating wills, trusts and powers of attorney.
- Identify legal responsibilities in owning real estate.

Audience: Foreign Affairs agency employees and their eligible family members. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Managing Rental Property from Overseas

Course Code MQ853
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Leaving one's property in the hands of another while overseas is a source of great anxiety for homeowners. Professional property managers provide information so participants can make informed decisions about property management from overseas.

Course Objectives:
- Recognize when and why to hire a property manager.
- Learn what to look for in a property manager.
- Identify how to prepare a home for rental.
- Avoid common pitfalls.
- Learn legal implications concerning taxes and deductions.

Audience: Foreign Affairs agency employees and their eligible family members who are preparing to go overseas. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/100

Personal Finances and Investments for Foreign Affairs Personnel

Course Code MQ852
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

Mobility and distance from the U.S. can hamper foreign affairs employees and eligible family members in making sound financial decisions or in setting up mechanisms for their financial future. A panel of experts discusses topics of concern, especially to the novice investor.

Course Objectives:
- Learn the basics of investing in stocks, bonds and funds.
- Avoid common foreign affairs pitfalls.
- Learn current market climate and strategies.

Audience: Foreign Affairs agency employees and their eligible family members. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/100

Tax Seminar

Course Code MQ117
For information e-mail FSITCTraining@state.gov or call 703-302-7268.

This course offers advice to help foreign affairs agency personnel understand tax laws in the context of choosing a domicile and paying state taxes in the U.S., living and working overseas, and taxes on income generated by eligible family members working overseas for non-U.S. government organizations or as self-employed entrepreneurs.

Course Objectives:
- Learn the meaning and importance of choosing a domicile.
- Identify common state requirements and specific peculiarities that have an impact on Foreign Service members.
- Learn the meaning of “foreign-earned income exclusion” and the residency requirements to qualify.
- Distinguish between the terms “independent contractor” and “employee.”

Audience: Foreign Affairs agency employees and their eligible family members who are serving abroad. To enroll, apply through TC: ph 703-302-7268, fax 703-302-7452; or e-mail FSITCTraining@state.gov.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/100

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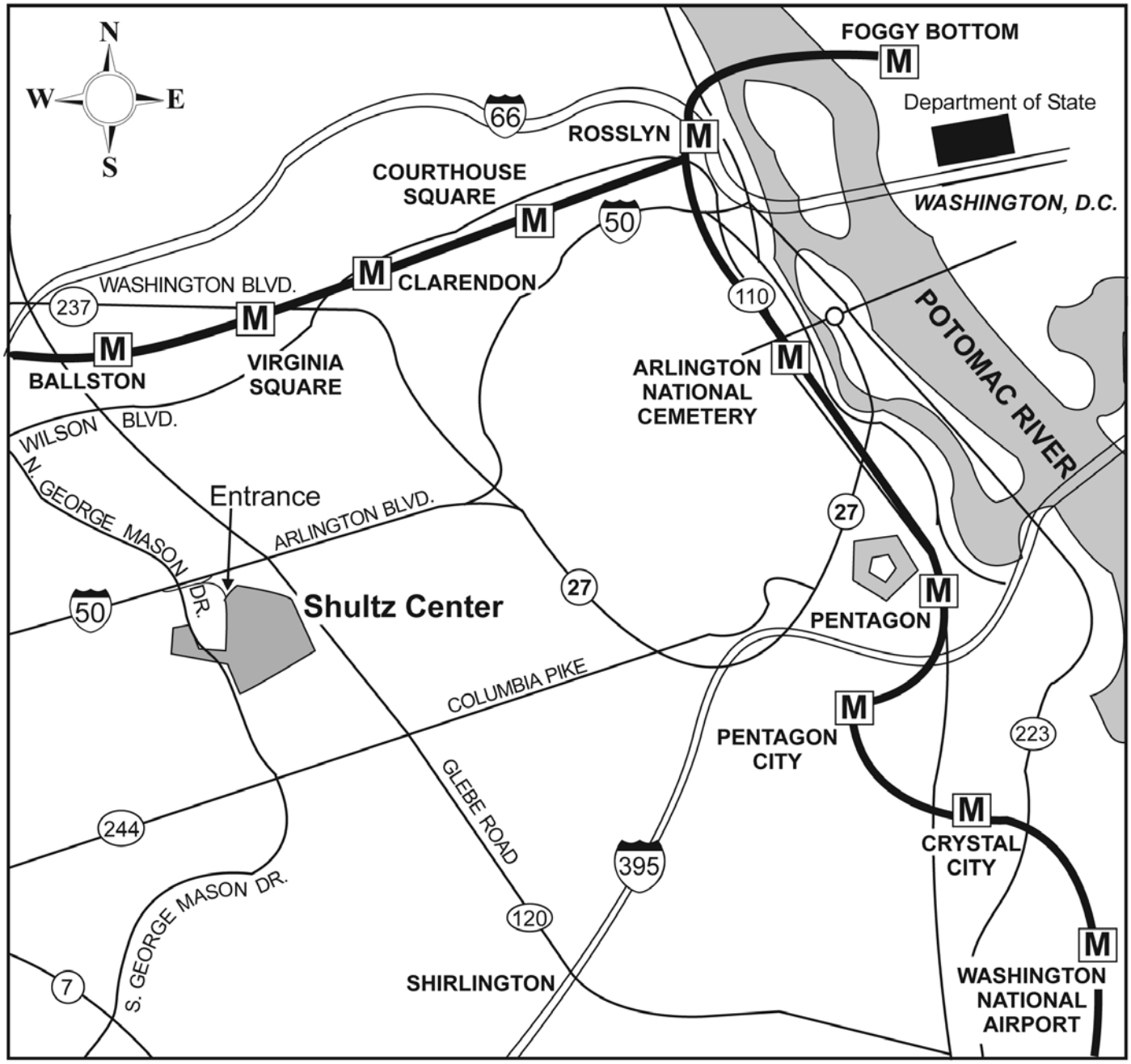

DIRECTIONS

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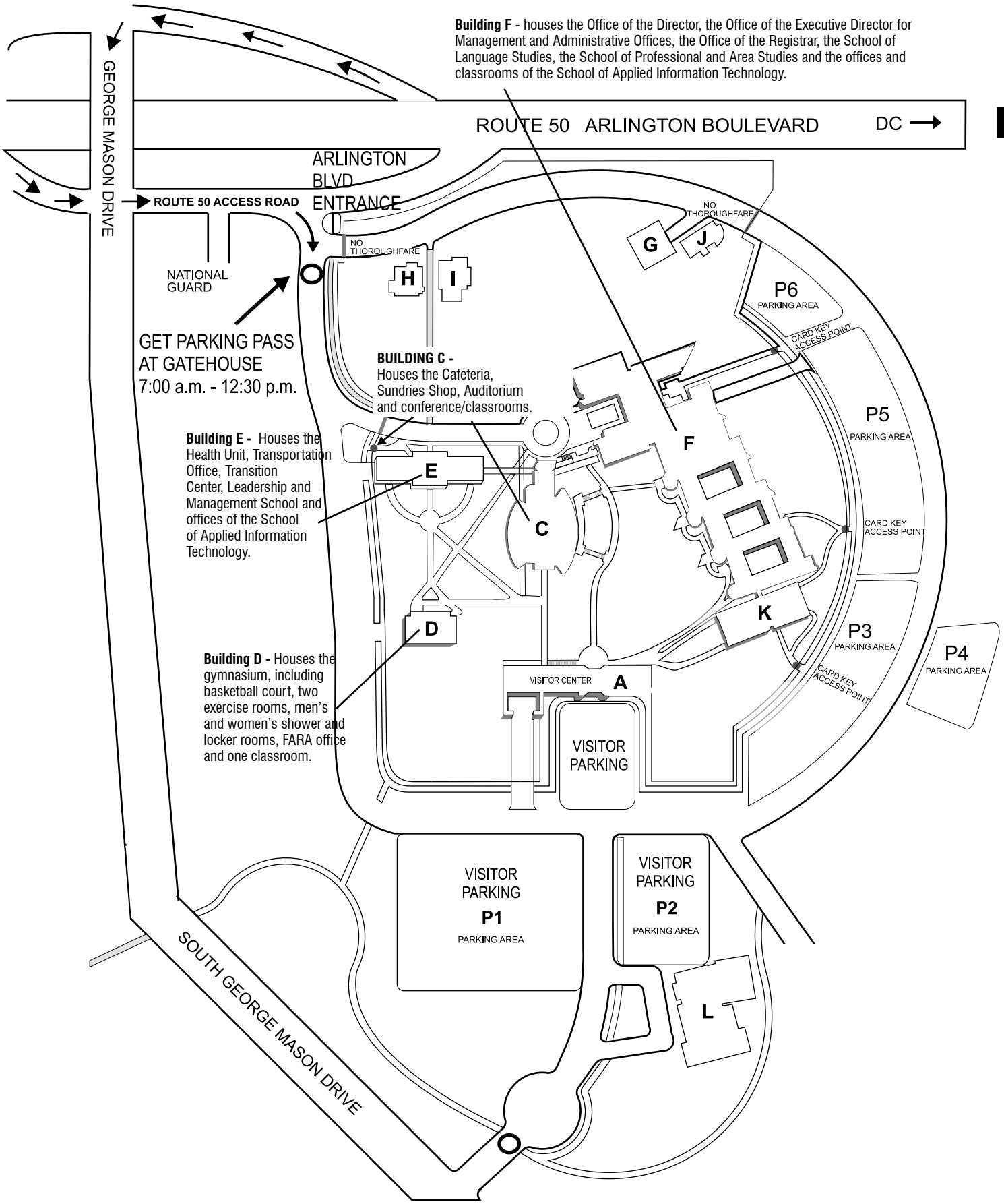
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