Foreign Service Institute Course Catalog

October 1, 2014 - September 30, 2016

U.S. Department of State
George P. Shultz National Foreign Affairs Training Center

2015 - 2016

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 800 courses, including training in over 70 languages, through classroom instruction and distance learning. Presently, over 250 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.

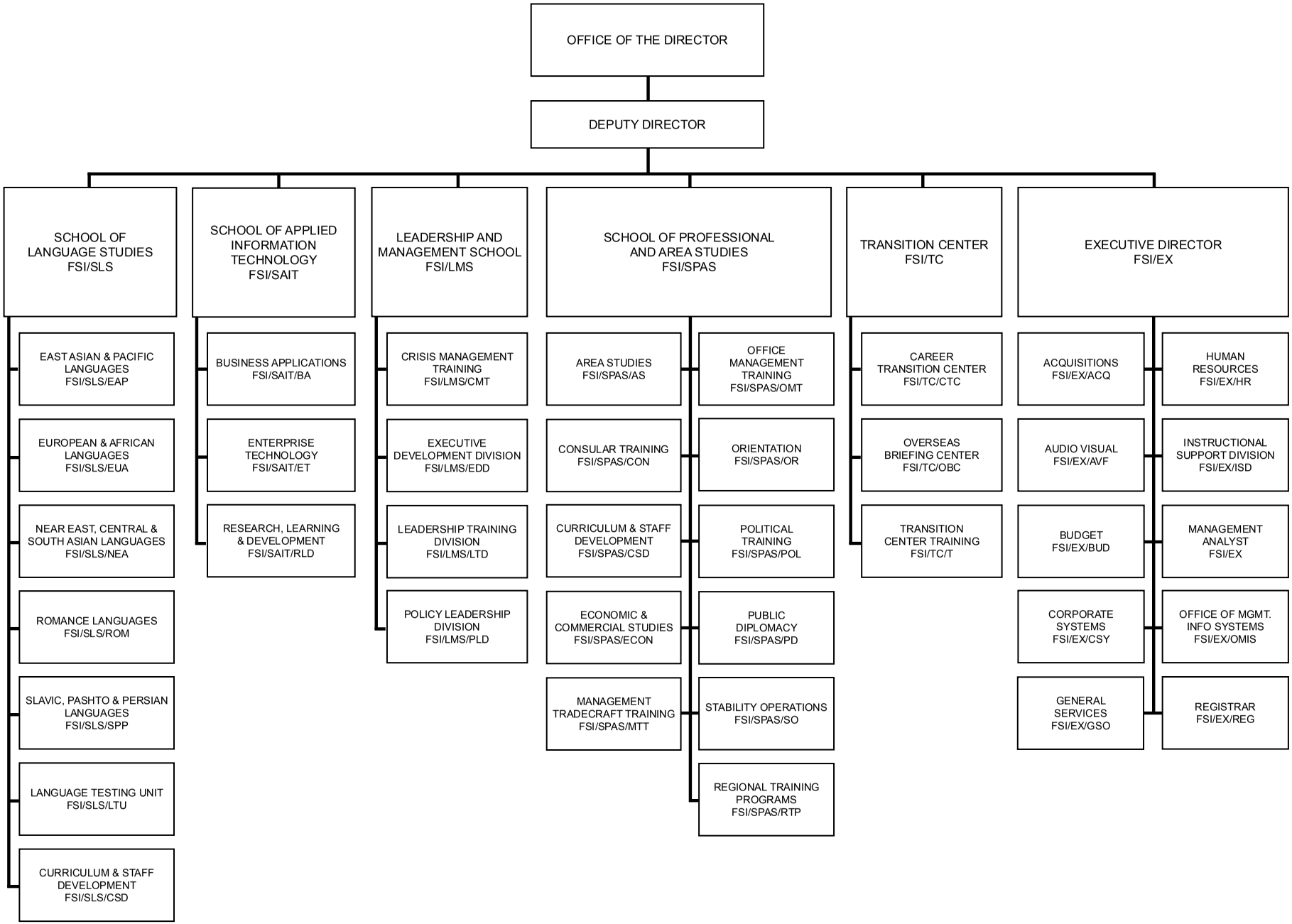
The Shultz Center is a historically significant site. Originally the home of Arlington Hall Junior College, it later served as a U.S. Army installation, known as Arlington Hall Station. In 1989, the land and buildings were transferred to the Department of State to be used for the training of foreign 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 2014 through September 2016 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 provides general information about the Shultz Center and details about our courses. Course schedules and tuitions are listed in a separate publication. Please ensure you cross-reference the "Course Catalog" with the "Course Schedule and Tuitions" booklet for class dates and fees information when planning to take a class.

FOREIGN SERVICE INSTITUTE

October 2014



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 174-180, 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 1-16, 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 313.

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 are emailed to the students.

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FOREIGN SERVICE INSTITUTE
Preparing Diplomats
Protecting America

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 10:00 p.m.
- Weekend and Holidays: 8:00 a.m. to 6:00 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.
- Access during secure hours on weekdays and all day on weekends and holidays 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 and search for FSI's comprehensive approved course list, which includes the course acceptance date and credit recommendation.

Many courses available through the SkillSoft General Library[1] 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 SkillSoft General Library[1] 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:

– If on OpenNet, please visit the FSI Student Records Web site and submit a transcript request.
– If not on OpenNet, email 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

Email: 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.

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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).
  - Department of Defense applicants enter Disbursing Station Symbol Number, in lieu of the Agency Locator Code (Section C-5).
  - Paying Agency's Treasury Account Symbol (Section C under Appropriation Fund field).
  - Clearly identified appropriation funding information to include the obligation number (Section C-4).
  - All required approval signatures (i.e., training officer, supervisor and person authorized to obligate funds on behalf of the agency (Section E-12)).
  - Address, email and telephone numbers for all points of contact (Section C-6).
  - 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 (Section B-19).
- Department of State contractors must also submit an approved "Contractor Officer Approval Memo" (see FSI Web Page http://fsi.state.gov). If DoS is funding training, also send a GFMS/RFMS screenshot for payments other than credit cards or checks.

Questions regarding enrollment should be directed to the FSI Office of the Registrar at 703-302-7137/7144 or email at FSIRegistrar@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:
  - Visit the FSI Student Records Web site (https://sr.fsi.state.gov) and submit cancellation or reschedule request.
  - Email to FSICourseCancel@state.gov
  - Contact your training office.
  - Foreign Service employees, whose training is processed through their CDO, should contact their CDO 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.
- 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 (email 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 email 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, 03/23/15, the last date to cancel is Monday, 03/09/15). 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 (email 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.
- For cancellations of full-time language after training has begun, FSI charges the full week regardless of the training start- or end-date. For payments made by purchase order, FSI will charge the full

week up to the last day that the student attends training. FSI will process a refund for the number of weeks remaining in the training agreement for payments paid in full by credit card, check or money order.

The Office of the Registrar will send email confirmation to the student and training office when request is processed. If email 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 classroom training on the Shultz Center campus 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 email: childrensintl@aol.com). The FSI contact is Hope Jacobs, who serves as the Contracting Officer's Representative for the childcare facility (email: 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 312.)

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.

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.

Complete the online application via the following link: https://fsicsapps4.fsi.state.gov/SF182/login.aspx.

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://reg.fsi.state.gov/external.aspx, contact their bureau training officer or FSI Office of the Registrar at 703-302-7137/7144 or email FSIRegistrar@state.gov.

Language Proficiency and MLAT Testing

Department of State employees should contact the FSI Language Testing Unit at 703-302-7125 to schedule the Language Proficiency 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 *Request for Leave or Approved Absence* 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.

Students not attending Language Training: While in training at FSI, DoS students are required to verify their hours by filling out a DS-4027, Student Time Sheet. Any leave indicated must be supported by an OPM-71, *Request for Leave* or Approved Absence form. Time sheets and leave requests must be signed by student and training supervisor. All documents will be submitted through the Office of the Registrar (in person: Room F1245, email: FSIRegistrar@state.gov, or fax: 703-302-7749. You may find all of the necessary forms at the Office of the Registrar or at eForms, http://eforms.a.state.gov. Timesheets are due early by COB on the Tuesday before each payday.

Students attending Language Training: DoS students attending long-term language training will no longer be asked to complete a time sheet. They will be accounted for in FSI's Student Time and Attendance Records System. Students are still required to submit the required forms (e.g., leave requests) to account for any time not in training to their language training supervisor. SLS will provide additional information during the language school's orientation.

Messages

FSI email 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. Otherwise, students will be notified by email 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 in classroom training at FSI is available for $5.00 per day, paid to the parking attendant at the entrance kiosk. Individuals will receive a placard that must be completed

and placed 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.
- A two-week permit is available for students who are taking a two-week course only. The cost is $15, subject to review and approval.
- Monthly parking permits are available for staff and students who are assigned to FSI for longer periods. The cost is $25 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 publishes several training toolkits to assist Department of State employees and supervisors in identifying training and development opportunities. These include *Foreign Affairs Agency Employees and Eligible Family Members*, *Language*, *Leadership and Management*, *Civil Service Employees*, *Foreign Service Generalists and Specialists and Resource Guide for Foreign Service Nationals and Locally Employed Staff.* These training toolkits are available on the FSI OpenNet at http://fsi.state.gov.

Transcripts

Official transcripts of completed courses may be obtained by submitting a request on the FSI Web Page under *Student Records* (https://sr.fsi.state.gov) or by sending an email to the FSIRegistrar@state.gov. Unofficial transcripts are available in FSI Student Records. 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 (Seven Corners) 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.

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.

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

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 703-302-7289.

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. They should also register in the Centralized Notification System (CENS) on the DoS OpenNet.

Contact Numbers

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

Email: 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, email at FSIRegistrar@state.gov, fax 703-302-7152, or the Executive Director for Management 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
703-302-7284

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
703-302-7366

EXECUTIVE DEVELOPMENT
703-302-7194

LEADERSHIP TRAINING DIVISION
703-302-7199

POLICY LEADERSHIP DIVISION
703-302-7117

School of Applied Information Technology

703-302-6957

BUSINESS APPLICATIONS
703-302-6752

ENTERPRISE TECHNOLOGY
703-302-9023

RESEARCH, LEARNING AND DEVELOPMENT
703-302-7566

School of Language Studies

703-302-7242

EAST ASIAN AND PACIFIC LANGUAGES
703-302-7293

EUROPEAN AND AFRICAN LANGUAGES
703-302-7013

NEAR EAST, CENTRAL AND SOUTH ASIAN LANGUAGES
703-302-7291

ROMANCE LANGUAGES
703-302-7527

SLAVIC, PASHTO AND PERSIAN LANGUAGES
703-302-7061

LANGUAGE TESTING UNIT
703-302-7125

CURRICULUM AND STAFF DEVELOPMENT
703-302-7279

School of Professional and Area Studies

703-302-6940

AREA STUDIES
703-302-2320

CONSULAR TRAINING
703-302-7164

CURRICULUM AND STAFF DEVELOPMENT
703-302-6916

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

REGIONAL TRAINING PROGRAMS
703-302-6754

STABILITY OPERATIONS
703-302-6917

Transition Center

703-302-7272

CAREER TRANSITION CENTER
703-302-7407

THE OVERSEAS BRIEFING CENTER
703-302-7275

TRAINING DIVISION
703-302-7268

FSI 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, 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 (https://sr.fsi.state.gov) 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 request an official transcript or 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. 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.

For external training application procedures, see *Application for FSI External Training*.

Application for FSI External Training

Students who are eligible for the FSI External Training Program (see page 3) should use the automated external training application, located on the FSI Web site (https://fsicsapps4.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 email 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 email.

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 emailed to FSI-ExternalTraining@state.gov or faxed to the FSI External Training Office at 703-302-7152.

Non-Department of State Applications

The OPM *SF-182 Request, Authorization and Certification of Training Form* is to be used by: 1) Department of State contractors requesting training with FSI; and, 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):*

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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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All previous editions not usable.

Leadership and Management School

Crisis Management Training

The Crisis Management Training Division trains U.S. government employees and teams operating within the foreign affairs community to effectively plan for, and respond during and after crises. Crisis Management Exercises are conducted at over 100 posts annually and assist posts to actively test and validate their planned response to crises using available resources, State Department doctrine (12 FAH-1) and the post-specific Emergency Action Plan in a no-fault setting. An Emergency Action Committee distance-learning course developed by CMT allows EAC members and others to gain a better understanding of their roles and responsibilities in a crisis. The CMT team provides crisis management training embedded in domestic FSI tradecraft courses and offers a stand-alone crisis leadership class. In addition, CMT coordinates the Department of State participation in U.S. Marine exercises and collaborates closely on crisis management related topics and programs with various Department offices and U.S. Government agencies.

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 194, *PT102 Deputy Chief of Mission/Principal Officer Seminar*, page 186, and *PT120 Ambassadorial Seminar*, page 181, 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 domestic offices. 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 capabilities of mid-career Civil and Foreign Service employees. Courses range from the mandatory *Fundamentals of Supervision* course to the mandatory *Basic*, *Intermediate* and *Advanced Leadership Skills* training programs, and include a number of short 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 conduct customized training programs, 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 rising and 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 civilian and military leaders. PLD's leadership programs include *PT330 National Security Executive Leadership Seminar*, page 193, *PT331 Understanding the Interagency*, page 196 and advanced training in techniques and strategies to present briefings and testimony to Congress. In addition, PLD offers one-day policy roundtables at the request of the senior leadership of bureaus designed to address mid- and long-range policy challenges.

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.

PT230 Fundamentals of Supervision, page 187, is a one-week course based on the OPM mandate to train first-time, newly-hired Civil Service supervisors. The *Basic*, *Intermediate* and *Advanced Leadership Skills* offerings are one-week courses based on OPM leadership competencies and Foreign Service promotion precepts. The *PT133 Senior Executive Threshold Seminar*, page 194, 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 toolkit. Finally, the toolkit includes *PT107 EEO Diversity Awareness for Managers and Supervisors* training, page 160, mandatory for all managers and supervisors.

Mandatory Courses:
PT230 Fundamentals of Supervision, page 187
PK245 Basic Leadership Skills, page 189 (FS-3, tenured FS-04, GS-13)
PT207 Intermediate Leadership Skills, page 190 (FS-2, GS14)
PT210 Advanced Leadership Skills, page 189 (FS-1, GS-15)
PT133 Senior Executive Threshold Seminar, page 194
PT107 EEO/Diversity Awareness for Managers and Supervisors, page 160
PT102 Deputy Chief of Mission/Principal Officer Seminar, page 186
PT120 Ambassadorial Seminar, page 181

Leadership and Management School (FSI/LMS)

703-302-6743

CRISIS MANAGEMENT TRAINING (FSI/LMS/CMT)
703-302-7366

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

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 by 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 various State-tailored courses. Presentations, basic spreadsheets, database creation, collaborative Web site design and project management are important productivity tools and BA's curriculum develops skills in the relevant Microsoft applications. BA provides training for Microsoft applications in three forms: a regular sequential block of classroom training, á la carte smaller classroom modules and mentored distance learning. BA also provides training on Department of State-related applications such as SMART and SIPRNet. To help facilitate the Department of State's eDiplomacy initiative, BA offers a Web conferencing course. Additionally, BA maintains a corps of Adjunct Faculty that provides regional training.

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 Maintenance; Wideband and High Speed Communications; Communications Security, and Satellite Communications and Transmission Facilities. Courses in Email 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, Johannesburg 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 manager professionals. IRM Tradecraft training begins as part of the New-Hire course. The IT Management series follows IRM Tradecraft and concludes with IRM Tradecraft for the Information Technology Manager. RLD also hosts the IRM Executive Development Program.

RLD Curriculum and Staff Development works with the other divisions to continuously design and update courses and curricula. 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 management of the Prometric and Pearson Vue Testing Centers on site. RLD administers the Skills Incentive Pay program, and has recently become the FSI representative to the National Initiative for Cyber Security Education.

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. Skillsoft General Library[1] courses are prerequisites for many of the instructor led desktop application courses. 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 Skillsoft General Library[1] Distance Learning Program, page 78. 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.

For more information on certification programs and associated Skillsoft General Library[1] 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.

Note: Only Department of State direct hire employees may register for Skillsoft General Library[1].

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.

The School of Applied Information Technology (FSI/SAIT)

703-302-6957

BUSINESS APPLICATIONS (FSI/SAIT/BA)
703-302-6752

ENTERPRISE TECHNOLOGY (FSI/SAIT/ET)
703-302-9023

RESEARCH, LEARNING AND DEVELOPMENT (FSI/SAIT/RLD)
703-302-7566

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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 for FSI scoring. The Language Testing Unit 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 LTU 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 Curriculum and Staff 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 70 languages with instructors who are native or near-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.

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 174.

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

LANGUAGE TESTING UNIT (FSI/SLS/LTU)
703-302-7125

CURRICULUM & STAFF DEVELOPMENT (FSI/SLS/CSD)
703-302-7279

School of Professional and Area Studies

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. Individual guidance may be provided to those not able to participate in the classroom training.

Consular Training Division

The Consular Training Division provides basic instruction in consular operations in a simulated consular environment. The Consular Training Division also offers advanced consular studies, fraud prevention for consular managers, duty officer training, automation, training on visa and overseas citizen issues for mid-level officers, as well as 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 expert training and consultation services to managers and staff of SPAS, FSI, and the Department of State. The division's services enhance learning and professional skills of individuals and teams so they may carry out their foreign affairs responsibilities. CSD offers courses in training tradecraft, presentation and delivery skills, training design and evaluation, adult learning, and enhancing training with learning technology. Upon request, CSD staff members are available to assist other SPAS divisions and offices and bureaus throughout the Department with customized workshops or training programs aimed at enhancing professional skills and team effectiveness. CSD staff provides technical expertise in: training and coaching for trainers, presenters, and facilitators; organization development (team building, organizational assessments, change management, strategic planning, mission development and off-sites facilitation); incorporating learning technologies in classroom environments; course design, redesign and development; training evaluation; design, coordination and facilitation of Foreign Service Generalist and Specialist outdoor team and leadership development experiential programs; and staff training and professional development.

Economic and Commercial Training Division

The Economic and Commercial Studies Division trains employees to function effectively abroad and in Washington in jobs that cover economic, commercial, and environment, science, technology, and health. The division's programs include 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 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 U.S. government 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 both classroom and distance learning training in General Management, as well as Facility Management, Financial Management, General Services, Acquisitions, and Logistics Operations, Human Resources Management as well as other management-related courses such as management controls and project management.

The School of Professional and Area Studies (FSI/SPAS)

703-302-6940

AREA STUDIES (FSI/SPAS/AS)
703-302-2320

CONSULAR TRAINING (FSI/SPAS/CON)
703-302-7164

CURRICULUM AND STAFF DEVELOPMENT (FSI/SPAS/CSD)
703-746-2348

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

REGIONAL TRAINING PROGRAMS
(FSI/SPAS/RPT)
703-302-6758

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

Office Management Training Division

The Office Management Training Division provides courses to ensure that Foreign Service, Civil Service, and LE Staff 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, team building, 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 *PT203 Washington Tradecraft*, page 256, for foreign and civil service personnel new to the work environment in Washington. An online course, *PN113 Introduction to Working in an Embassy*, page 146, is offered to employees of other U.S. government agencies being assigned to an overseas diplomatic mission.

Political Training Division

The Political Training Division trains Foreign Service, Civil Service, LE Staff 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 prepare 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 and QDDR priorities, such as political-military affairs, human rights and democracy, international negotiation skills, multilateral diplomacy, international law, congressional relations, intelligence and foreign policy, religion and foreign policy, gender and foreign policy, development and diplomacy, and combating terrorism. The division also offers specialized training in labor officer skills, and training for selected LE Staff employees supporting embassy political sections. The division also collaborates with the International Narcotics and Law Enforcement Affairs, Political-Military Affairs, Legislative Affairs, and Population, Refugees and Migration bureaus on specific orientation courses for their staffs.

Public Diplomacy Training Division

The Public Diplomacy Training Division prepares Foreign Service, Civil Service, LE Staff 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 Programs Division

The Regional Training Programs Division 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 Staff supervisory skills classes and other courses developed primarily for FSN Staff training to ensure quality and coherence, as well as coordinating the adjunct faculty program for FSN Staff training.

Stability Operations Division

The primary mission of the Stability Operations Training Division is to train Foreign Service, Civil Service, Locally Employed Staff, and other U.S. government personnel to work effectively in high-threat environments. SO conducts country-specific training for individuals assigned to Afghanistan, Iraq and Pakistan, and also offers courses in Civilian Security Tradecraft and Diplomacy in High Threat Posts. Students in SO courses come not only from DoS, but from a wide range of agencies, including USAID, DoD, DoJ, DHS, Commerce, etc.

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, academic institutions, international organizations and NGOs.

Enrolling in Transition Center Courses

Department of State 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 each Employee's Profile. Enrollments in informal workshops are processed directly by the Transition Center (email: FSITCTraining@state.gov) and are not included in the Employee Profile. Employees from other federal agencies must work with their HR departments and submit a funded SF-182 Request for Training.

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 Transition Center/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. Additional course offerings through the Training Division include *MQ911 Security Overseas Seminar*, page 289, *MQ250 Young Diplomats Overseas Preparedness*, page 300, *MQ104 Regulations, Allowances and Finances in Foreign Service Context*, page 297 and *MQ803 Realities of Foreign Service Life*, page 296.

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 foreign affairs life will impact them through courses such as *MQ116 Protocol and U.S. Representation Abroad*, page 296, *MQ115 Explaining America*, page 294, *MQ203 Singles in the Foreign Service*, page 299, *MQ802 Communicating Across Cultures*, page 294, *MQ250 Young Diplomats Overseas Preparedness*, page 300 or *MQ855 Traveling with Pets*, page 299. Concerns of groups in special situations are also addressed with courses like *MQ118 Special Education Needs Overseas Seminar*, page 299, *MQ940 Pre-Deployment Preparation for High Stress Assignments*, page 188, and *MQ130 Lesbian, Gay, Bisexual and Transgender in Foreign Service*, page 298.

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 298, *MQ704 Employment Tools for Foreign Service Life*, page 294, *MQ302 Transition to Washington for Foreign Born Spouses*, page 299 and *MQ500 Encouraging Resilience in Foreign Service Child*, page 298, which can assist in this life shift. Courses are available for individuals returning from high threat assignments such as the *MQ950 High Stress Assignment Outbrief* and the *MQ951 High Stress Assignment Outbrief – Special Session*, pages 187-188.

Leaving the Foreign Affairs Community

Leaving the foreign affairs community also requires planning. The Transition Center's Career Transition Center offers courses and counseling to address concerns related to this transition. The *RV101 Retirement Planning Seminar*, page 286, offers information on financial and estate planning, tax issues, social security, annuities and health and well-being. The *RV102 Job Search Program*, page 285, 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. Also offered is the *RV105 Mid-Career Planning Seminar*, page 286, which provides an abundance of financial and retirement planning information to mid-career employees.

Transition Center (FSI/TC)

703-302-7272

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

OVERSEAS BRIEFING CENTER (FSI/TC/OBC)
703-302-7276

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

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 publishes several training toolkits to assist Department of State employees and supervisors in identifying training and development opportunities. These include *Foreign Affairs Agency Employees and Eligible Family Members*, *Language*, *Leadership and Management*, *Civil Service Employees*, *Foreign Service Generalists and Specialists and Resource Guide for Foreign Service Nationals and Locally Employed Staff.* 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 and Safety, 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, 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.

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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[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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Management Tradecraft

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PA473 eCountry Clearance: Post Administrator	Page 142		PA404 Post Duty Officer Responsibilities, Introduction to	Page 143
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PA494 Employee Association Board Training	Page 143		PA428 Web.PASS Visitor Management	Page 144
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PK323 Classified and Sensitive but Unclassified Information: Identifying and Marking	Page 144		PK324 TAGS and Terms	Page 145
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PN435 Department of State: History, Authorities and the Interagency Process	Page 145		PN113 Working in an Embassy, Introduction to	Page 146
PN410 Orientation for Locally Employed Staff	Page 146			
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Public Diplomacy Training				
PY441 Fulbright Program, Introduction to the	Page 149		PY432 Media Monitoring and Reporting	Page 152
PY442 Fulbright Program Planning	Page 150		PY431 Mission Press Office	Page 152
PY444 Fulbright Student and Scholar Programs at Post, Managing U.S.	Page 150		PY460 Social Media, the State Department, and You	Page 153
PY443 Fulbright Student and Scholar Programs at Post, Managing Visiting	Page 150		PY402 Strategic Planning for Public Diplomacy	Page 153
PY220 Grants and Cooperative Agreements, Introduction to	Page 150		PY440 Understanding International Cultural Heritage	Page 154
PY222 Grants and Cooperative Agreements, Monitoring	Page 150		PY462 Visual Diplomacy: Engaging Audiences Through Photos and Video	Page 154
PY424 Managing the International Visitor Leadership Program at Post	Page 151		PY433 Writing for the Media	Page 154
PY422 Managing Public Diplomacy Resources	Page 151			
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RV104 Annuities, Benefits and Social Security Workshop	Page 155		RV105 Mid-Career Retirement Planning Seminar	Page 155
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Foreign Service National Training Quick Guide

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 Management, Consular, Economic and Commercial Studies, Office Management, Political and Public Diplomacy.)

Additionally, FSNs can take advantage of the SkillSoft General Library[1] distance-learning program, a library of thousands of courses on a variety of topics. Through FSI Department of State, FSNs and all DOS direct-hire employees can take advantage of this library at no cost to the employee or post, and can access the courses from home or work. Topics include administration, communication, diversity, English grammar, finance, IT for the end-user and systems personnel, human resources, leadership, and interpersonal and professional development. More information on the SkillSoft General Library[1] program and how to enroll can be found on the SkillSoft General Library[1] Web Page.

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Classroom Training

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Consular Training

Classroom Training

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PC542 Fraud Prevention Workshop for Foreign Service Nationals	Page 81		PC123 Workshop for Immigrant Visa Foreign Service Nationals	Page 82
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PC102 Immigration Law and Visa Operations	Page 96		PC104 Overseas Citizens Services	Page 97

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Classroom Training

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PE137 Coal and Power Technology	Page 164		PE138 Intellectual Property Rights	Page 167
PE125 Commercial Tradecraft	Page 166		PE131 Internet/Telecom Policy	Page 167
PE285 Economic Issues	Page 162		PE127 Petroleum and Gas Industry	Page 166
PE221 Environment, Science, Technology and Health for FSNs	Page 165		PE222 Trade Agreement Monitoring and Implementation	Page 168
PE305 Environment, Science, Technology, and Health Tradecraft	Page 165		PE228 Washington Energy Seminar	Page 166

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PE339 Intellectual Property Rights: Copyright and Related Rights	Page 98		PE343 Intellectual Property Rights: Trademarks	Page 100
PE338 Intellectual Property Rights: Core Course	Page 98		PE340 Intellectual Property Rights: Traditional Knowledge and Expressions	Page 100
PE341 Intellectual Property Rights: Geographical Indications	Page 99		PE224 International Trade, Basics of	Page 100
PE344 Intellectual Property Rights: Industrial Designs	Page 99		PE223 World Trade Organization History and Core Principles	Page 100
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Classroom Training

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[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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PA211 Financial Management Overseas	Page 212		PA680 Managing Projects at State	Page 245
PA210 Financial Management Overseas, Basics of	Page 213		PA215 Principles of Appropriation Law	Page 217
PA247 Foreign Service National Commercial Acquisitions	Page 199		PA562 Property Management and ILMS AM Training	Page 225
RP248 Foreign Service National Supervisory Skills	Page 244		PA255P Special Contracts Workshop	Page 201
RP259 Foreign Service National Supervisory Skills – Beyond the Basics	Page 243		PA250 Transportation Workshop for LE Staff	Page 240
PA333 Foreign Service Retirement Tradecraft	Page 226		PA256 Transportation Workshop for LE Staff, Advanced	Page 240
PA221 General Services Operations	Page 221		PA216 Vouchering and Certification	Page 220
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PK196 E2 Solutions: Travel Arranger	Page 141		PA297 Purchase Card Self-Certification Training	Page 114
PA453 Ethics Orientation for New Locally Employed Staff	Page 131		PA229 Simplified Acquisition Procedures	Page 115
PA296 How to be a Contracting Officer's Representative	Page 113		PA360 Supply Chain Management, Introduction to	Page 140
PA164 Management Controls	Page 143		PA244 Travel Policies and Procedures at Post	Page 126
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PP223 Managing Foreign Assistance Awards Overseas	Page 261		PP217 Political Training for Foreign Service Nationals	Page 264
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PY344 Alumni Outreach Strategy Building Seminar	Page 269		PY204 Educational and Cultural Seminar for Public Diplomacy LE Staff	Page 280
PY366 Basic Principles of Video Technology and Visual Diplomacy Seminar	Page 269		PY345 English Language Programs in Public Diplomacy	Page 270

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PY207 Information and Media Seminar for Public Diplomacy LE Staff	Page 280		PY219 Strategic Planning Workshop for Public Diplomacy	Page 277
PY206 Information Resource Center Seminar for Public Diplomacy LE Staff	Page 281		PY362 Visual Diplomacy: Photo and Video	Page 278
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[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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 courses are appropriate for both Department of State and other agency employees.

Africa Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
Africa		
ASAF1001	Sub Saharan Africa: East Africa and the Horn	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Tanzania
ASAF1002	Sub Saharan Africa: Central Africa and Great Lakes	Burundi, Cameroon, Central African Republic, Congo, Democratic Republic of Congo, Equatorial Guinea, Gabon, Rwanda and Uganda
ASAF1003	Sub Saharan Africa: Southern Africa and Indian Ocean	Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia and Zimbabwe
ASAF1004	Sub Saharan Africa: West Africa	Benin, Burkina Faso, Chad, Cote d'Ivoire, Cabo Verde, Gambia, Guinea, Guinea Bissau, Ghana, Liberia, Mali, Mauritania, Niger, Nigeria, Sierra Leone, Sao Tome, Senegal and Togo

Week One: The first week provides an introduction to Sub- Saharan Africa. The regional introduction covers broad themes in African history, religion, geography and also introduces the political, economic, and social developments in the region, highlighting the historic and current trends that shape events in Africa today. It also examines the primary security, political and economic challenges confronting Africa and U.S., international and domestic policies intended to meet these challenges.

Week Two: Focuses on individual areas for those who will work and live in those countries. This part of the course provides participants with an in-depth understanding of these countries and the salient issues affecting the area. This includes discussion of the relevant history of these countries and their relationships with others in the region, relationship with U.S. over time and current U.S. policy priorities in the region, and the major political, economic, religious, and social trends and cleavages in these countries across time. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- Provide area knowledge to prepare foreign affairs professionals to carry out their responsibilities working in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓Job Information
✓Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Asia Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
Asia		
ASEAP2001	The Pacific Region: Australia, New Zealand, Pacific Island Nations	Australia, New Zealand and all Pacific Island Nations
ASEAP2002	Northeast Asia: China	China
ASEAP2003	Northeast Asia: Japan	Japan
ASEAP2004	Northeast Asia: Korea	Korea

Course Code	Title	Scope
ASEAP2005	Southeast Asia: Mainland Southeast Asia (except Vietnam)	Mainland South Asia (except Vietnam)
ASEAP2006	Southeast Asia: Maritime Southeast Asia	Maritime Southeast Asia
ASEAP2007	Southeast Asia: Vietnam	Vietnam

Course Code ASEAP2001

Week One: The first week provides participants with a strong background in history, regional relations, geography, and culture while introducing them to politics, economics, and societies of Australia, New Zealand, and all Pacific Island Nations – with a special focus on those aspects which most directly affect U.S. interests and policy goals. It examines key political and economic institutions of these countries and focuses on U.S. business and security relations, regional relations, democratic transition and human rights concerns within the region.

Week Two: The second week is designed to provide participants with an understanding of the forces that have shaped modern Malaysia, Singapore, Brunei, Indonesia, Timor-Leste, and the Philippines and continue to influence the course of its development domestically and internationally, especially those issues that most affect relations with the United States. It reviews historical and cultural factors that have given rise to each country's recent structure and explores the major social, economic, and political issues facing each government in the region today. It also provides an overview of each country's government and economy as well as the present policies of the United States on the key issues in U.S.-bilateral relations. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Codes ASEAP2002, ASEAP2003 and ASEAP2004

Week One: The first week is designed to provide participants with an understanding of the forces that shape and define the region of Northeast Asia (China, Japan, North and South Korea, Mongolia, and Taiwan), with a special focus on those elements which most directly affect U.S. interests and policy priorities. It deals with the historical experiences of China, Korea, Japan, Taiwan, Tibet, and Mongolia and focuses on U.S. business and security relations, security issues, demographic changes, and human rights concerns within the region.

Week Two: The second week is designed to provide participants with an understanding of the forces that have shaped modern China, Japan or Korea and continue to influence the course of its development domestically and internationally, especially those issues that most affect relations with the United States. It reviews historical and cultural factors that have given rise to their recent structure and explores the major social, economic, and political issues facing their governments today. It also provides an overview of their government and economies as well as the present policies of the United States on the key issues in their relations with the United States. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Codes ASEAP2005, ASEAP2006 and ASEAP2007

Week One: The first week is designed to provide participants with the information and perspectives they need to carry out their duties as they relate to the countries comprising Southeast Asia – the Philippines, Indonesia, Thailand, Vietnam, Burma/Myanmar, Cambodia, Laos, Singapore, Malaysia, and Timor-Leste. It focuses on forces that most directly affect U.S. interests and policy priorities in the region. This one-week course is a pre-requisite for the Mainland Southeast Asia (minus Vietnam) Area Studies course, the Maritime Southeast Asia Area Studies course, and the Vietnam Area Studies course. It provides an overview of the diversity in historical and cultural backgrounds, ASEAN and relations with its important neighbors, U.S. business and security relations, and democratic transition and human rights concerns within the region.

Week Two: The second week is designed to provide participants with an understanding of the forces that have, in recent years, shaped the countries in the subregion as indicated under Scope above, and continue to influence the course of its development domestically and internationally. Special focus will be on those issues that most affect relations with the United States. It reviews historical and cultural factors that have given rise to each country's recent structure and explores the major social, economic, and political issues facing each government in the region today. It also provides an overview of each country's government and economy as well as the present policies of the United States on the key issues in U.S.-bilateral relations. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- Provide area knowledge to prepare foreign affairs professionals to carry out their responsibilities working in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓ Job Information
✓ Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Eurasia Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
Eurasia		
ASEUR3001	Eurasia: The Caucasus	Armenia, Georgia and Azerbaijan
ASEUR3002	Eurasia: Russia	Russia
ASEUR3003	Eurasia: Ukraine and Belarus	Ukraine and Belarus

Week One: The first week will provide regional introduction to those who will serve in the following countries: Russia, Ukraine, Georgia, Azerbaijan, Armenia, Kazakhstan, Uzbekistan, Tajikistan, Kyrgyzstan, and Turkmenistan.

Week Two: The second week will focus on the country or countries as listed above under Scope. The content will include key historical, political, economic, sociocultural, and U.S. policy issues. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- To provide area knowledge that prepares foreign policy professionals to carry out their responsibilities and tasks for the implementation of American policy in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓Job Information
✓Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Europe Region

Regional Area Studies *Europe: Regional Introduction* begins with a more in-depth examination of the students' specific country's topics and themes, and concludes with a broad overview of the geographical area of focus.

Course Code	Title	Scope
Europe		
ASEUR4001	Europe: Regional Introduction	Bulgaria, East Central Europe, German-speaking Europe, Greece-Cyprus, Moldova, Nordics, Poland-Baltics, Romania, South Central Europe, Turkey and Western Europe

Week One: The first week will include a regional introduction and proceed directly to sub-regional and country-specific surveys in the nine breakout sessions:

1. East Central Europe: Czech Republic, Hungary, Slovakia and Slovenia
2. German-speaking Europe: Germany, Austria and Switzerland
3. Greece-Cyprus
4. Nordics: Iceland, Norway, Sweden, Denmark and Finland
5. Poland-Baltics: Estonia, Latvia, Lithuania and Poland
6. Romania, Moldova and Bulgaria
7. South Central Europe: Slovenia, Croatia, Bosnia and Herzegovina, Montenegro, Serbia, Kosovo, Albania and Macedonia
8. Turkey
9. Western Europe: United Kingdom, Ireland, Netherlands, Belgium, Luxembourg, France, Spain, Portugal and Italy

Week Two: The second week will reassemble the larger group in seminar format to discuss policy issues based on current issues in ongoing assignments for those who will serve in or work on the following countries: United Kingdom, Ireland, Iceland, Norway, Sweden, Denmark, Finland, Estonia, Latvia, Lithuania, Poland, Germany, Austria, Switzerland, Netherlands, Belgium, Luxembourg, France, Spain, Portugal, Italy, Czech Republic, Slovakia, Hungary, Slovenia, Croatia, Bosnia and Herzegovina, Montenegro, Serbia, Kosovo, Albania, Macedonia, Greece, Malta, Cyprus,

Turkey, Bulgaria, Romania and Moldova. The content will include key historical, political, economic, sociocultural and U.S. policy issues. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- Provide area knowledge to prepare foreign affairs professionals to carry out their responsibilities working in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓Job Information
✓Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Near East and North Africa Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
Near East and North Africa		
ASNEA5001	Near East and North Africa: The Arabian Peninsula	Yemen, Saudi Arabia, Oman, UAE, Qatar, Bahrain and Kuwait
ASNEA5002	Near East and North Africa: The Fertile Crescent	Iran, Iraq, Syria, Lebanon, Israel, Palestinian Authority, Jordan and Egypt
ASNEA5003	Near East and North Africa: North Africa	Libya, Tunisia, Algeria and Morocco

Week One: The first week will provide regional introduction to those who will serve in or work on the following countries or posts: Morocco, Algeria, Tunisia, Libya, Egypt, Israel, Jerusalem, Jordan, Lebanon, Syria, Iraq, Iran, Saudi Arabia, Yemen, Kuwait, Bahrain, Qatar, United Arab Emirates and Oman.

Week Two: The second week will focus on the countries as listed above under Scope. The content will include key historical, political, economic, sociocultural and U.S. policy issues. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- Provide area knowledge to prepare foreign affairs professionals to carry out their responsibilities working in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓Job Information
✓Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

South and Central Asia Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
South and Central Asia		
ASSCA6001	South and Central Asia: Central Asia	Afghanistan, Bangladesh, Bhutan, India, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan and Uzbekistan
ASSCA6002	South and Central Asia: South Asia Sub-Continent	Afghanistan, Bangladesh, Bhutan, India, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan and Uzbekistan

Course Code ASSCA6001

Week One: This course is intended to provide a comprehensive and nuanced understanding of the region and to serve as a forum for critical reflection and thoughtful discussion vis-à-vis U.S. foreign policy and interests in SCA. Week one will start with an overview of the history, norms, cultures, civil societies, politics, economic institutions, social dynamics and security regimes of South Asia to include Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. We will then turn our attention to intra-regional, sub-regional, and trans-regional politics relevant to U.S. interests and foreign policy objectives in South Asia and Central Asia (i.e. Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan). Attention will be paid to other actors (e.g. China, Russia, Iran and Europe) in so far that their policies and relationships in South and Central Asia impact the achievement of U.S. government strategic objectives in the region.

Week Two: The second week will include two country-specific break-out sessions:

1. Kazakhstan and Uzbekistan
2. Kyrgyzstan, Tajikistan and Turkmenistan

The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Code ASSCA6002

Week One: This course is intended to provide a comprehensive and nuanced understanding of the region and to serve as a forum for critical reflection and thoughtful discussion vis-à-vis U.S. foreign policy and interests in SCA. Week one will start with an overview of the history, norms, cultures, civil societies, politics, economic institutions, social dynamics and security regimes of South Asia to include Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. We will then turn our attention to intra-regional, sub-regional, and trans-regional politics relevant to U.S. interests and foreign policy objectives in South Asia and Central Asia (i.e. Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan). Attention will be paid to other actors (e.g. China, Russia, Iran and Europe) in so far that their policies and relationships in South and Central Asia impact the achievement of U.S. government strategic objectives in the region.

Week Two: The second week will include three country-specific break-out sessions:

1. India
2. Pakistan and Afghanistan
3. Bangladesh, Bhutan, Maldives, Nepal, and Sri Lanka.

The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:

- To provide area knowledge that prepares foreign policy professionals to carry out their responsibilities and tasks for the implementation of American policy in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓ Job Information
✓ Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Western Hemisphere Region

Regional Area Studies courses begin with a broad overview of the geographical area of focus, and conclude with a more in-depth examination of students' specific country's topics and themes.

Course Code	Title	Scope
Western Hemisphere		
ASWHA7001	Western Hemisphere: Andean Republics	Boliva, Colombia, Ecuador, Peru and Venezuela
ASWHA7002	Western Hemisphere: Brazil	Brazil
ASWHA7003	Western Hemisphere: Caribbean	Cuba, Dominican Republic, Haiti and the English, French and Dutch-speaking West Indies
ASWHA7004	Western Hemisphere: Central America	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama
ASWHA7005	Western Hemisphere: Haiti	Haiti
ASWHA7006	Western Hemisphere: Mexico	Mexico
ASWHA7007	Western Hemisphere: Southern Cone	Argentina, Chile, Paraguay and Uruguay

Week One: The first week provides participants with a wide-ranging, inter-disciplinary introduction to the region – from Canada and Mexico through Central America and the Caribbean to the Andes and the Southern Cone. The regional introduction is designed to prepare participants for their assignment anywhere in the Americas including from Washington, D.C. or at a foreign post. The goal is to ensure that participants become familiarized with the region's cultural diversity, economics, geography, foreign relations, history, politics, challenging social issues and security hotspots, as well as opportunities to examine United States government foreign

policy objectives and initiatives throughout the Americas.

Week Two: The second week focuses on the country or countries as listed above under Scope. The seminar is designed to prepare participants for working on issues related to the Andean Republics, whether on assignment in the sub-region or from elsewhere. The goal is to familiarize participants with the cultural diversity, economics, foreign relations, geography, history, politics, challenging social issues and security hotspots of the individual nations as well as the Andean sub-region as a whole, and also provides an opportunity to examine United States government foreign policy objectives and initiatives. The seminar combines lectures, class discussions, field trips, documentaries, and other participatory activities such as the preparation of a paper and an oral presentation in class.

Course Objectives:
- Provide area knowledge to prepare foreign affairs professionals to carry out their responsibilities working in the region.

OPM Competencies Addressed:
✓ External Awareness

FS Precepts Addressed:
✓ Adaptability
✓Job Information
✓Knowledge of Foreign Culture

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: Two weeks. Classes may meet between 8:30 a.m. and 4.30 p.m. 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.

Minimum/Maximum: 5/25

Cultural Interactions and Connections

Cultural Interactions and Connections

Course Code AR940, AR950

Topics: Egypt and Russia

See Distance Learning, page 84-85.

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 249.
- Communication and Public Speaking, page 39.
- Distance Learning, page 144.

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 appropriate and effective oral communications in professional settings.

OPM Competencies Addressed:

✓ Interpersonal Skills
✓ Oral Communication

FS Precepts Addressed:

✓ Active Listening
✓ Oral Communication

Audience: Department of State direct-hire (FS, CS) employees who are Office Support Professionals at the GS-9 or below. Other agency employees who meet the stated enrollment 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: 8/16

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 direct-hire Foreign Service Office Management Specialists and Civil Service Office Support Professionals. Other agency employees who meet the stated enrollment 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: 8/15

Communication Skills

Course Code RP273

This course provides students the basics of work communications, giving and receiving feedback, presentation tips and nonverbal communications.

Course Objectives:

- Identify speaking and listening styles.
- Clarify the role of nonverbal communications.
- Practice giving brief presentations.
- Rehearse giving and receiving feedback in work-related situations.

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
✓ Team Building

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 stated enrollment 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).

Schedule: Half-day, morning or afternoon sessions; between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Effective Speaking and Listening Skills

Course Code PK240

Effective verbal and nonverbal communication is 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, meeting participation, active listening and oral presentations. Students will give short videotaped presentations and receive individual feedback from the instructor and peers.

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 who meet the stated enrollment 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: 8/16

Foreign Service National Communication Skills

Course Code RP373

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

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/20

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 colon?" This course will help you refresh your 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. It is a prerequisite for *PK326 Writing Skills II - Intermediate Business Writing*, page 40.

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 who meet the stated enrollment 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: 8/16

Writing Skills II – Intermediate Business Writing

Course Code PK326

This course focuses on writing clear, concise paragraphs that you can use to develop business messages such as letters, memos and e-mails. Students will apply plain language techniques outlined in the Plain Writing Act of 2010. Students also practice editing and proofreading techniques.

Course Objectives:
- Create audience-focused documents with appropriate style and tone.
- Develop complete, logically-organized documents.
- Design clearer, simpler and more concise documents.
- Format documents to emphasize main ideas and increase readability.
- Apply editing and proofreading techniques.

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

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Written Communication

Prerequisite: *PK325 Writing Skills I – Grammar Fundamentals*, page 40 or contact FSI's Office Management Training Division for a diagnostic exam; and, for DoS students only – complete the following SkillSoft General Library[1] 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 SkillSoft General Library[1], visit http://fsi.state.gov to request logon (see page 84 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 who meet the stated enrollment 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: 8/16

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 40, 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 who meet the stated enrollment 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: 10/20

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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.

3.7x Satellite System Operations and Maintenance

Course Code YW431

This course provides operation and maintenance training on the 3.7M X-Band Satellite System as deployed by the Diplomatic Telecommunications Service. The main topics include component and systems training, signal flow, test equipment, modulation, frequency conversion and translation, amplification, testing, troubleshooting and maintenance.

Course Objectives:
- Identify major system components and their function.
- Trace system signal flow.
- Configure terminal equipment for proper operation.
- Discuss various antennas procured with the system.
- Perform loopback testing.
- Review maintenance procedures.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Students must pass a final written exam.

Audience: Department of State direct-hire (FS, CS) employees who are post communicators or designated satellite technical personnel 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; Warrenton Training Center, 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

Avaya CallPilot System Administration

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 57, and *YW497 Avaya (Nortel) Meridian 61C/11C (CS1000M),* page 42.

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. To enroll, apply online or FS may contact HR/CDA (see page 1).

Note: Those that are using CallPilot with Business Communications Manager should enroll in *YW297 Nortel Business Communication Manager*, page 53.

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

Minimum/Maximum: 2/6

Avaya (Nortel) Meridian 61C/11C (CS1000M)

Course Code YW497

Through lectures and hands-on exercises, this course covers the terminology, configuration and programming of Avaya CS1000 (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 CS1000. 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 and Phone Master 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 57 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

CallPilot Installation and Maintenance

Course Code YW495

Through lectures and hands-on exercises, this course will cover the terminology, configuration and programming of the Avaya Meridian/ CS1000 telephone systems for the installation of the Avaya CallPilot server. Students will learn to configure the Meridian / CS1000 telephone systems for connectivity with the CallPilot for Auto Attendant and voicemail use. They will also become familiar with the various maintenance and diagnostic routines used by the system. Lab work will include the use of Element Manager, Command line interface and CallPilot Manager.

Course Objectives:
- Program the Meridian /CS1000 to interface with the Avaya CallPilot
- Configure the CallPilot for processing voicemail applications and auto-attendant functions.

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: *YW497 Avaya (Nortel) Meridian 61C/11C (CS1000M)*, page 42 or *YW490 CS1000 Database Administration Release 6.0 and Up*, page 45.

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State Direct-hire (FS) Information Management Technical Specialist. To enroll, apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 4/6

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

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 direct-hire (FS) IMTS 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). Other agency employees who meet the stated enrollment 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 4:00 p.m.

Minimum/Maximum: 7/12

Classified Equipment Lifecycle Management

Course Code YW320

Training program provides students an insight to Classified Equipment Lifecycle Management 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 and 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
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: TOP SECRET

Audience: Department of State direct-hire (FS, LE Staff) American DoS/IRM personnel who perform routine maintenance and repair on TEMPEST equipment at Posts worldwide, and DoS direct-hire American personnel who wish to expand and improve their technical skills. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 2/20

Commercial and Digital Satellite Terminals

Course Code YW433

This course provides operation and maintenance training on the Commercial and Digital systems training, signal flow, test equipment, modulation, frequency conversion and translation, amplification, tracking, computer control, loopback testing, troubleshooting and maintenance.

Course Objectives:
- Operation and maintenance training on the Commercial and Digital Satellite Terminals.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: TOP SECRET

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State Direct-hire (FS, CS) Post communicators and any 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; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/3

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 and Safety, 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 stated enrollment 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

COMSEC Auditor Annual Mandatory Refresh Training

Course Code YW770

The ITI/SI/CSB COMSEC Audit Program conducts Annual COMSEC Auditor refresher training. Participation enables auditors to share in group training that focuses on presentations by subject matter experts providing best practices for electronic key management, training on the latest equipment, COMSEC accounting software and instruction on providing proper field training to COMSEC administrators.

Course Objectives:
- Working knowledge of the current best practices for protecting and storing the various aspects of COMSEC equipment.
- Articulate COMSEC Auditor process and policy updates.
- Capability to provide field training to COMSEC administrators.

OPM Competencies Addressed:
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: CRYPTO

Recommended Preparation: Completion of the COMSEC Auditor Certification Program by IRM/OPS/ITI/SI/CSB.

Prerequisite: *YW771 COMSEC Auditor Foundations*, page 44.

Audience: Department of State direct-hire cleared American employees (CS, FS) who are designated to become a COMSEC Auditor. 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: 5/25

COMSEC Auditor Foundations

Course Code YW771

This course provides the student the foundational knowledge of the responsibilities of a COMSEC Auditor, as well as the administrative procedures for electronic key management. The main topics include: cryptosecurity, transmission security, emission security, physical security of COMSEC material with hands-on activities and basics of how to properly train COMSEC administrators on the latest equipment and COMSEC accounting software.

Course Objectives:
- Articulate the roles and responsibilities of a COMSEC Auditor.
- Perform the reporting requirements and administrative procedures for COMSEC Auditors.

OPM Competencies Addressed:
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Professional Expertise

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

Clearance: CRYPTO

Recommended Preparation: Acceptance into the COMSEC Auditor Program by IRM/OPS/ITI/SI/CSB.

Prerequisite: *YW226 COMSEC and CRYPTO*, page 44.

Audience: Department of State direct-hire cleared American employees (CS, FS) who are designated to become a COMSEC Auditor. 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: 1/15

CS1000 Database Administration Release 6.0 and Up

Course Code YW490

Through lectures and hands-on exercises, this course covers the terminology, configuration and programming of Avaya CS1000 Release 6.0 and higher telephone systems. Students will identify the modules used in a typical system (i.e., 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 and TIE. They will study the telephone features (i.e., call forwarding) which are a prerequisite to understanding the CS1000. They will be introduced to Basic Alternate Route Selection used with dial "9" trunks and various maintenance and diagnostic routines used by the system. Practice will include the use of Unified Communications Manager. Students will be introduced to CallBill Call Accounting and Phone Master Software.

Course Objectives:
- Add, move, copy and delete single line sets, multi-line sets and trunks and print various types of lists and reports.
- Install different types of trunks including Central Office, DID, Private and TIE.
- Setup various telephone features such as Call Forwarding.
- Use Unified Communications Manager, CallBill and Phone Master.

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 57 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 written and practical exams.

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 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

CS1000 Release 7.5 Installation and Maintenance

Course Code YW491

In this course, you will learn the turn-up procedure for the Avaya Communication Server 1000 (CS1000) system. You will learn about the hardware and software components of the CS1000 and to install and verify the correct installation of the hardware and software.

Course Objectives:
- Plan CS1000 system installation Release 7.5.
- Install hardware components on a CS1000 Release 7.5 system with CP PM Call Servers and CP DC Signaling server.
- Install and configure CP PM Call Server software (VxWorks).
- Install Linux Base OS.
- Install/configure applications using UCM/System Manager Deployment Services.
- Install and configure the Media Gateway Controller.
- Configure the Signaling Server Gateway.

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 57.

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

Audience: Department of State direct-hire IMTS-T and Civil Service technical employees who are required to install and maintain the operational and technical readiness of CS1000 telephone systems. This course is not open to LE or IMS Staff. 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

Current Installation Practices

Course Code YW203

This course can be tailored to audience needs. It provides refresher and updated training for Current Installation Practices. It covers various topics such as; electrical and physical installation procedures in accordance with NEC, OBO and organizationally specific guidance for Isolated Distribution Systems. These include the principles of grounding systems, electrical raceway, power distribution and signal cable fabrication (both copper and fiber optic). Additional topics covered can include updates to reference documents, basic project management requirements, labeling and equipment rack dressing requirements, grid isolation troubleshooting, fire-stopping, electrical safety and VISIO drawing software. The course includes both classroom lecture and hands-on installation and troubleshooting.

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 and Safety, 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 direct-hire (FS) 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 contact HR/CDA (see page 1).

Schedule: Three weeks; Warrenton Training Center, 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/12

Data Networks, Introduction to

Course Code YW600
See Distance Learning, page 85.

Department of State Applied Systems

Course Code YW279

This course provides an introduction to the Department of State systems networks and basic administration duties and procedures in accordance with DoS guidelines. This includes server installation and administration, Exchange administration, client workstation administration and day-to-day functionality such as adding and removing users and groups and the transfer of users between posts.

Clearance: SECRET.

Prerequisite: Net+ (FSI's online DL test or Industry Standard Certifications).

Exam Requirement: To successfully complete the course, the student must pass both a written and practical exam.

Audience: Department of State direct-hire 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 stated enrollment 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 weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

Diplomatic Telecommunications Service Satellite (Satcom Theory) 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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Students must pass a final written exam.

Online Access: Students enrolled in online (Internet) training will receive an email from Kathy Hudson that contains instructions, user name, password and Web site address. For enrollment 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; Warrenton Training Center, 8:00 a.m. to 4:00 p.m.
Online: Students have two weeks to complete this 40-hour course.

Minimum/Maximum: Classroom: 2/8
Online: 1/20

Duplexer Tuning and Installation

Course Code YW346

The course is an intense technical course that is designed to train Department of State personnel on the technical task of installing, tuning and maintaining Double Stage and Single Stage Duplexer Equipment. The Duplexer is a critical part of Department of State Emergency and Evacuation Radio Networks and its correct functionality allows maximum coverage for communication to American personnel stationed abroad.

Course Objectives:
- Properly set up and configure test equipment to tune single and double stage duplexers in accordance with established procedures with 100% accuracy of critical tasks.
- Properly tune functioning single and double stage radio duplexers with 100% accuracy of critical tasks.

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

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Technical Skills

Recommended Preparation: *YW268 Local Emergency and Evacuation*, page 51.

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

Audience: Department of State primary audience is direct-hire FS Radio Information Management Technical Specialists. Secondary audience is Telephone and Digital IMTS, IMC and LE Staff Radio Technicians. 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

Emergency and Evacuation Radio Skills, Basic

Course Code YW280

See Distance Learning, page 86.

Enterprise Satellite Service

Course Code YW439

To teach student about the different types of Enterprise Satellite Service terminals they will encounter in the field. Will also teach them how to identify components, troubleshoot the different types of systems and the performance of annual maintenance. The course will consist of lecture and hands on training.

Course Objectives:
- Identify major system components and their function.
- Trace system signal flow.
- Configure terminal equipment for proper operation.
- Discuss various antennas procured with the system.
- Perform loopback testing.
- Review maintenance procedures.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State direct-hire (FS, LE Staff) post communicators and designated DoS direct-hire satellite technical employees 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; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/3

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 86.

Exam Requirement: Students must pass a final written exam.

Online Access: Students enrolled in online (Internet) training will receive an email from Kathy Hudson that contains instructions, user name, password and Web site address. For enrollment information, please contact the Warrenton Training Center at 540-428-4740 or HudsonKL@state.gov.

Audience: Department of State direct-hire (FS) 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; Warrenton Training Center, 8:00 a.m. to 4:00 p.m.
Online: Students have three weeks to complete this 40-hour course.

Minimum/Maximum: Classroom: 2/6
Online: 1/20

FASTNet Operations and Troubleshooting

Course Code YW307

To provide the opportunity to learn and apply knowledge and skills needed for the day-to-day operation within the post Common Transmission Facility. This course will also provide hardware and software theory on each post level FASTNet system components. Real-world customer circuit and network faults will be simulated with a controlled classroom network environment. Students will also apply precise theoretical and practical methodologies to identify and/or resolve these anomalies.

Course Objectives:
- Day-to-day operation within the post Common Transmission Facility.
- Hardware and software theory on FASTNet system components.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State Direct-hire (FS, CS) employees who will be directly involved with basic maintenance of the on-site FASTNet system. To enroll, 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: 2/3

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,* page 86, or *YW303 FASTNet Core Operations and Maintenance,* page 86.

Exam Requirement: Students must pass both the hands-on evaluations and final written exam.

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; Warrenton Training Center, 8:00 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 and Safety, 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 Rachel Campbell at 703-302-3112 and/or CampbellRK@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

Information Program Center Operations and Fundamentals

Course Code YW231

This course introduces 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 and Safety, 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) Information Management Specialists and DoS direct-hire (FS, CS) non-IRM employees who act as the backup communicator at post. To enroll, apply online or contact HR/CDA (see page 1).

Note: If you completed *YW231 FAST Backup Communications* (now known as *YW231 Information Program Center Operations and Fundamentals)*, after the release of the IRM SMART messaging system, you do not need to take this course again.

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

Minimum/Maximum: 2/4

Information Resource Management Tradecraft

Course Code YW387

This course prepares mid-level IRM employees for assignments to 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. LE Staff and FTE personnel management is explored in-depth, including areas such as performance, conduct, assignments and the rating process. Separate presentations cover information assurance, contingency planning, crisis management and supporting public diplomacy overseas. Through seminars, work group discussion and simulated IRM supervisor experiences, students 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 also provides an overview of budgeting, finance, International Cooperative Administrative Support Services and procurement procedures. The culmination of the training is 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.
- Describe the role of the Information Management Officer.
- List the specific responsibilities of an IMO.
- List the conduct and performance standards expected of a mid-level manager.
- Identify the strategic plans, visions and goals of IRM and the Department, and understand the planning process.
- Describe the resource decision-making process in Washington.
- Describe how the specific tasks performed by IRM support Public Diplomacy overseas.
- Write valid position descriptions and effective employee evaluations that meet DoS standards.
- Develop and deliver a professional briefing.

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 SkillSoft General Library[1] Management and Leadership series:

- Leadership (Ten courses: Select appropriate courses to help you accomplish your leadership goals)
- Management (Thirty nine courses: Select appropriate courses to help you accomplish your management goals)

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

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

IRM for New Employees, Introduction to

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
- ✓ Professional Expertise
- ✓ Professional Standards
- ✓ Team Building

Audience: Department of State new-hire (FS) Information Management Specialists and Information Management Technical Specialists. To enroll, contact HR/CDA.

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

Minimum/Maximum: 8/11

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

IRM Tradecraft for the Information Technology Manager

Course Code YW319

The *IRM Tradecraft for Information Technology Manager* course is tailored to senior IRM leaders. Students participate in formal classroom lectures as well as research projects, writing assignments and an exercise in presentation skills. The course provides an opportunity for a two-way dialogue between senior IRM staff and the students through scheduled briefings on IRM programs and policies. The focus of the course is on IT Governance, IA Management, planning, budgeting and personnel management. The course prepares students to assume a higher level of management and leadership responsibility at post.

Course Objectives:
- Describe the resource decision-making process in Washington.
- Use teams effectively.
- Develop a "White Paper" on a management issue specific to the students' workplace.
- Develop and deliver a professional briefing.
- Interact with Senior IRM leadership and provide input regarding current IRM programs and policies.
- List the role of the Acting Management Officer and the specific responsibilities therein.
- Identify performance management techniques for LE Staff and American direct-hires at the senior level.
- Describe 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
✓ Professional Expertise
✓ Team Building
✓ Written Communication

Clearance: SECRET

Recommended Preparation: *YW387 IRM Tradecraft*, page 49.

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 (see page 1).

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 activities and associated steps with the development and periodic update of Information Technology Project Business Case using iMATRIX (integrated, management, analytics, technology, resource, information, exchange). It will provide an overview on how to use iMatrix for the IT Capital Planning and Investment Control process and how it will be used to track, analyze and report IT investments. Topics will include IT policy in the areas of Cloud Computing, Acquisitions (government contract management), Budget, Records Management, Privacy, Information Assurance, Mobile Computing, and Enterprise Data Quality Initiative.

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 Familiarization with eGovPMO's IT Capital Planning (http://irm.m.state.sbu/sites/bmp/SPO/PMD/Pages/PMD-Home-Page.aspx) and iMATRX (http://irm.m.state.sbu/sites/bmp/SPO/PMD/eGovPMO/Pages/iMATRIX.aspx).

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 stated enrollment 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).

Additional Information: Contact the course manager at 202-634-0444.

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

Minimum/Maximum: 40/70

IT Business Case Part II

Course Code YW421

This comprehensive workshop focuses on the activities and associated steps associated with the development and update of Information Technology Business Case using iMATRIX (integrated, management, analytics, technology, resource, information, exchange). The training will provide IT Investment, Program and Project managers on how to use iMATRIX for the IT Capital Planning and Investment Control process and how it will be used to track, analyze and report IT investments. Topics covered include Risk Management, Performance Management, Earned Value Management, Alternative Analysis/Benefit Cost Analysis, Scheduling, and Work Breakdown Schedule.

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 Familiarization with eGovPMO's IT Capital Planning (http://irm.m.state.sbu/sites/bmp/SPO/PMD/Pages/PMD-Home-Page.aspx) and iMATRX (http://irm.m.state.sbu/sites/bmp/SPO/PMD/eGovPMO/Pages/iMATRIX.aspx).

Prerequisite: *YW420 IT Business Case Part 1*, page 50. 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 stated enrollment 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).

Additional Information: Contact the course manager at 202-634-0444.

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

Minimum/Maximum: 40/70

IT Contingency Planning

Course Code YW463

See Distance Learning, page 87.

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 FastBack 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. Students are eligible to take this course every three years in order to ensure that their knowledge base is up to date with the latest technologies.

The students will be assigned to an embassy and will be tasked to:

- Install and configure FastBack software Server.
- Re-establish DoS e-mail after a disaster.
- Learn the practical steps required to rebuild an Exchange server and restore department e-mail using DS Security Guidelines.
- Recover an entire mailbox as well as a single email to a .PST file.
- Install and configure the FastBack Client and recover data on the file and print server.
- Install and configure 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 FastBack.
- 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

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

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

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: 2/12

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.

Course Objectives:

- Operate, program, install and maintain VHF/UHF and Repeater deployed wireless systems overseas.

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 1).

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

Minimum/Maximum: 2/6

Low Cost Satellite Terminal Operations and Maintenance

Course Code YW432

This course provides operation and maintenance training on the Low Cost Satellite Terminal as deployed by the Diplomatic Telecommunications Service. Main topics include component and systems training, signal flow, modulation, frequency conversion, translation, amplification, troubleshooting and maintenance.

Course Objectives:

- Identify major system components and their function.
- Trace system signal flow.
- Configure terminal equipment for proper operation.
- Discuss various antennas procured with the system.
- Perform loopback testing.
- Review maintenance procedures.

OPM Competencies Addressed:

✓ Problem Solving

FS Precepts Addressed:

✓ Technical Skills

Clearance: SECRET

Exam Requirement: Students must pass a final written exam.

Audience: Department of State direct-hire (FS, CS) employees who are Post communicators or designated satellite technical personnel 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; Warrenton Training Center, 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

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 govern Thru-Dial 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 57, and *YW497 Avaya (Nortel) Meridian 61C/11C (CS1000M),* page 42.

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 contact HR/CDA (see page 1).

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

Minimum/Maximum: 2/6

Microsoft Exchange Essentials

Course Code YW430

This course provides Department of State IRM staff with the knowledge and skills needed to administer Exchange 2010 in the Department of State global environment. This will include heavy emphasis on installation Exchange server roles, configuring mailbox servers, managing recipient objects, configuring Outlook client access, managing message transport, understanding and configuring high availability, configuring messaging policy and compliance, and maintain Microsoft Exchange Server 2010. The course offers a significant amount of hands-on practices, discussions, and assessments that assist students in becoming proficient in the skills necessary to support the Department's implementation of Exchange Server 2010. Upon completion of this course, students will be able to securely administer and maintain Exchange 2010 at a Department of State site.

Note: Employees may not enroll in a class if they already hold the certification associated with the course or if they previously attended course *YW429 Microsoft Exchange Server 2010*, page 52.

Course Objectives:
- Configure Mailbox servers and Mailbox server components.
- Manage Exchange recipient objects.
- 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.

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: DoS students only - complete the following SkillSoft General Library courses:
- esmesca03–Exchange Server 2010 Administrative Tools.
- esmesca05–Exchange Server 2010 Public Folders and Messaging Records Management.
- esmesca04–Exchange Server 2010 Mailbox Server Administration.

If not enrolled in the SkillSoft General Library[1], first visit http://fsi.state.gov.

Students should plan to attend *YW263 IT Disaster Recovery*, page 51, which provides information on backing up and restoring Exchange objects, prior to or following this course.

Prerequisite: *YW457 Advanced Windows Server 2008*, page 58.

Exam Requirement: Students must pass an in-house exam administered by SAIT.

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, 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: 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.

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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

Prerequisite: Successful completion of *YW457 Advanced Windows Server 2008*, page 58 or the associated Microsoft exam.

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 Rachel Campbell at 703-302-3112 and/or CampbellRK@state.gov for specific requirements.

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

Exam Requirement: To complete the course successfully, students must pass the classroom exam. Upon successful completion of the classroom exam, an optional voucher will be provided for the student to take the related Microsoft exam at a later date.

Audience: Department of State direct-hire (FS) Information Management Specialists, Information Management Technical Specialists and DoS direct-hire (LE Staff) LAN administrators. Other agency employees who meet the stated enrollment 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

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 57 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

Onyx Operations and Troubleshooting

Course Code YW308

To provide the opportunity to learn and apply knowledge and skills needed for the day-to-day operation within the post Common Transmission Facility. This course will also provide hardware and software theory on each post level Onyx system and components. Real-world customer circuit and network faults will be simulated with a controlled classroom network environment. Students will also apply precise theoretical and practical methodologies to identify and/or resolve these anomalies.

Course Objectives:
- Day-to-day operation within the post Common Transmission Facility.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State Direct-hire (FS, CS) employees who will be directly involved with basic maintenancreadiness of DTS telecommunication equipment, facilities and circuitry. To enroll, 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: 2/3

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. Students also learn the operation and deployment of various satellite communications.

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

Clearance: SECRET

Audience: Department of State direct-hire (FS) Information Resource Management employees. 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

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

Course Code YW438

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: Students must pass a final written exam.

Audience: Department of State direct-hire (FS, CS) post communicators and any designated DoS direct-hire satellite technical employees 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: Four days; Monday through Thursday at the Warrenton Training Center, 8:00 a.m. to 4:00 p.m.

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

Clearance: SECRET

Exam Requirement: Students must pass a final 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: Five days; 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
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Clearance: SECRET

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

Exam Requirement: Students must pass both the hands-on evaluations and graded quizzes.

Audience: Department of State direct-hire (FS, CS) post communicators and designated DoS direct-hire 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; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 2/4

SC-11 Operations and Maintenance

Course Code YW591

This course provides operation and maintenance training on the SC-11 Satellite system as deployed by the Diplomatic Telecommunications Service. The main topics include component and systems training, signal flow, test equipment, modulation, frequency conversion and translation, amplification, testing, troubleshooting and maintenance.

Course Objectives:
- Operation and maintenance training on the SC-11 Satellite system.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

Exam Requirement: Students must pass both the hands-on evaluations and graded quizzes.

Audience: Department of State direct-hire (FS, CS) operations and telecommunications personnel 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: Five days; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 1/2

SC-11 Troubleshooting

Course Code YW592

This course provides an overview of the equipment and troubleshooting techniques used on the SC-11 Satellite as deployed by the Diplomatic Telecommunications Service.

Course Objectives:
- Troubleshooting training on the SC-11 Satellite.

OPM Competencies Addressed:
✓ Problem Solving

FS Precepts Addressed:
✓ Technical Skills

Clearance: SECRET

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

Exam Requirement: Course completion is conditioned on passing a written examination.

Audience: Department of State direct-hire (FS, CS) operations and telecommunications personnel 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: Five days; 8:00 a.m. to 4:00 p.m.

Minimum/Maximum: 1/2

Security+

Course Code YW261

Classroom/Online

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.
- 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 and Safety, 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 Rachel Campbell at 703-302-3112 and/or CampbellRK@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.

Exam Requirement: Successful completion of this course requires passing the designated industry standard certification exam, currently the CompTIA Security+ exam. 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 direct-hire (FS) IMS and IMTS and DoS direct-hire (LE Staff) who are serving as systems administrators. Other agency employees who meet the stated enrollment 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: 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.

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

Minimum/Maximum: 2/12

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 direct-hire new-hire Foreign Service Information Management Specialists only. Enrollment is 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
✓ Operational Effectiveness
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ 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 DoS direct-hire Information Management Specialists and Information Management Technical Specialists. To enroll, apply online or contact HR/CDA (see page 1).

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 SkillSoft General Library[1] courses. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

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 direct-hire (FS) IMS and IMTS and DoS direct-hire (LE Staff) systems managers who support Consular systems and applications. Other agency employees who meet the stated enrollment 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 703-302-3166 or email SAITPS310Admin@state.gov.

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 5/12

Systems Administration in a Virtual Environment

Course Code YW458

This is an advanced course, designed to enhance the knowledge and skills of participants who are currently functioning as Systems Administrators. The course simulates the unclassified (OpenNet) LAN environment at overseas posts that have been virtualized. Hands-on lab exercises provide a Department of State-centric approach to admin tasks performed at post, and are designed to maximize each participant's ability to independently apply newly acquired skills to their jobs using an "active learning" or immersion process.

Course Objectives:
- Perform Virtual Infrastructure Services site administrator functions using VMware tools.
- Deploy workstation images using MDT with WDS and WAIK.
- Manage post user, computer, and group accounts using the latest approved tools.
- Use the Exchange 2010 Management Tools to manage mailboxes, distribution lists and public folders.
- Implement a group policy solution for managing user and computer configuration settings.

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

FS Precepts Addressed:
✓ Customer Service

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: Practical experience creating user, computer, and group accounts following DoS standards; creating exchange recipients; creating and linking GPOs; and using DoS approved software to back up and restore data.

Prerequisite: Successful completion of *YW457 Advanced Windows Server 2008*, page 58 and *YW429 Microsoft Exchange 2010*, page 52 or successful completion of 70-640 Windows Server 2008 Active Directory and 70-662 Microsoft Exchange Server 2010 SP1 training and a minimum of six months experience using Windows and Exchange management tools to manage users, user mailboxes, member servers and workstations at post or a current assignment working in a DoS virtualized environment.

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, FSN) employees assigned to a position in either ISC or IPC at an overseas post. 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: 4/8

Telephone, Basic

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 87. 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

Telephone Security, Introduction to

Course Code YW141

See Distance Learning, page 87.

VoIP, Introduction to

Course Code YW145

This course focuses on the fundamentals of Voice over IP. After completing this course the student will be able to calculate bandwidth for the implementation, or addition, of VoIP trunks to a telephone or radio IP network. They will use traffic analysis, knowledge of IP security and packetization overhead, quality of service and Codecs to calculate the required or additional bandwidth. Upon completion of this course, students will have the base knowledge needed to enroll in either the State-specific telephone or radio VoIP programming courses.

Course Objectives:
- Analyze Post IP traffic requirements and calculate the bandwidth needed for VoIP.
- Identify the process for packetizing Voice in an IP network and the different levels of Voice Quality and different protocols used for VoIP.
- Understand the different VoIP network architectures.
- Identify the methods used to ensure Quality of Service and to ensure Security for VoIP.
- Develop an understanding of H.323 and SIP transport protocols.

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

Audience: Department of State direct-hire (FS) IMS and IMTS and DoS direct-hire (FS, LE Staff). Other agency employees who meet the stated enrollment 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: 2/6

Windows 7 Administration

Course Code YW426

Classroom/Online

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

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 Rachel Campbell at CampbellRK@state.gov for specific requirements.

Recommendation: In the lower division baccalaureate/ associate degree category or upper division baccalaureate degree category, one semester hour in Information Technology or Information Systems.

Exam Requirement: To complete the course successfully, students must pass the classroom exam. Upon successful completion of the classroom exam, an optional voucher will be provided for the student to take the related Microsoft exam at a later date.

Audience: Department of State direct-hire (FS) IMS and IMTS and DoS direct-hire (LE Staff) LAN administrators. Other agency employees who meet the stated enrollment 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

Windows Server 2008, Advanced

Course Code YW457

This course is a combination of two Microsoft courses covering the configuration, management, and troubleshooting of Active Directory 2008 and Windows 2008 Servers. The first week of this course covers the core skills required by personnel responsible for maintaining the integrity of Active Directory within the Windows 2008 server environment. It provides the 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. Building on these skills, the second and third weeks provide 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.

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

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 Rachel Campbell at CampbellRK@state.gov for specific requirements.

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

Exam Requirement: Students must pass the classroom exam in order to successfully complete the course. Upon successful completion of the classroom exam, an optional voucher will be provided for the student to take the related Microsoft exam at a later date.

Audience: Department of State direct-hire (FS) IMS and IMTS and DoS direct-hire (LE Staff)LAN administrators. Other agency IT employees who meet the stated enrollment criteria 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: Three weeks; 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 157.

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 include inviting, admitting and establishing participants in the meeting room; delivering course content through the use of PowerPoint presentations and documents, and following-up after 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:
✓ Job Information
✓ Technical Skills

Recommended Preparation: Some experience is recommended with content management applications such as SharePoint.

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

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 stated enrollment 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 SF-182 (see page 2).

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

Minimum/Maximum: 4/12

Applications Training, Customized (Three Days)

Course Code PS324

This workshop focuses on Department of State Bureau/Office specific projects and issues related to the Microsoft applications and DoS-proprietary programs such as 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 must 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

Prerequisite: Course of the designated application(s) either through a class at FSI or through the SkillSoft General Library[1] Distance Learning Program. DoS only – If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request login (page 84).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work with related software. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

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. Once arranged, 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: 8/9

Applications Training, Customized (Two Hours)

Course Code PS323

This workshop focuses on Department of State Bureau/Office-specific projects and issues related to the Microsoft applications and DoS proprietary programs such as 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 must 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

Prerequisite: Course of the designated application(s) either through a class at FSI or through the SkillSoft General Library[1] Distance Learning Program. DoS only – if not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request login (page 84).

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work with related software. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

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. Once arranged, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

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

Minimum/Maximum: 2/12

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

Cyber Security Awareness

Course Code PS800

See Distance learning, page 158.

MS Access 2010 – Level One

Course Code PS771

This is a beginner's course in the Microsoft Access 2010 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 its 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 2010 SkillSoft General Library[1] distance learning courses:
- *mobacca01 Getting Started with Access 2010*
- *mobacca02 Creating Basic Tables in Access 2010*
- *mobacca03 Data Manipulation and Simple Relationships in Access 2010*
- *mobacca04 Introduction to Forms in Access 2010*
- *mobacca05 Modifying Basic Forms in Access 2010*
- *mobacca06 Introduction to Queries in Access 2010*
- *mobacca07 Introduction to Reports in Access 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov request logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS Access 2010. Other agency employees who meet the stated enrollment 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 2010 – Microsoft Office Specialist

Course Code PS773

This fast-paced and intensive Microsoft Office Specialist course is designed for participants who want to obtain the Office Specialist certification in Microsoft Access 2010 and get the most out of Access. Students should have a good working knowledge of Access 2010. 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 2010 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: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. This course requires a strong working knowledge of Access 2010; at least six months of working experience, *PS771 MS Access 2010 Level I*, page 56 or – DoS students only – complete the following Access 2010 SkillSoft General Library[1] distance learning courses:
- *mobacca01 Getting Started with Access 2010*
- *mobacca02 Creating Basic Tables in Access 2010*
- *mobacca03 Data Manipulation and Simple Relationships in Access 2010*
- *mobacca04 Introduction to Forms in Access 2010*
- *mobacca05 Modifying Basic Forms in Access 2010*
- *mobacca06 Introduction to Queries in Access 2010*
- *mobacca07 Introduction to Reports in Access 2010*
- *moaacca01 Advanced Importing and Exporting with Access 2010*
- *moaacca03 Retrieving, Validating and and Attaching Data in Access 2010*
- *moaacca04 Subforms, Subreports and Conditional Formatting in Access 2010*
- *moaacca05 Joins, SQL and and Action Queries in Access 2010*
- *moaacca07 Access 2010 Macros and VBA*
- *moaacca08 Optimizing, Securing and Sharing Access 2010 Databases*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

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 certificate.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require good working knowledge in Microsoft Access 2010 or who are pursuing the Access 2010 MOS certification. Other agency employees who meet the stated enrollment 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

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

MS Excel 2010 – Level One

Course Code PS774

This is a beginner's course in Microsoft Excel 2010. Students learn to create, modify and work with data, use simple formulas and use 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.
- Format/modify 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 2010 SkillSoft General Library[1] distance learning courses:
- *mobexla01 Getting Started with Excel*
- *mobexla02 Applying Basic Data Formatting in Excel 2010*
- *mobexla03 Moving and Getting Around in Excel 2010*
- *mobexla04 Moving Data and Modifying Worksheets in Excel 2010*
- *mobexla05 Saving, Sending and Printing Excel 2010 Workbooks*
- *mobexla06 Using Conditional Formatting, Tables and Sparklines in Excel 2010*
- *mobexla07 Reviewing and Protecting Content in Excel 2010*
- *mobexla08 Using Basic Formulas in Excel 2010*
- *mobexla09 Using Basic Functions with Excel 2010*
- *mobexla10 Inserting Basic Charts in Excel 2010*
- *mobexla11 Adding Visuals, Themes and Styles to Excel Workbooks*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work in a financial capacity or who desire a working knowledge of the fundamentals of MS Excel 2010. Other agency employees who meet the stated enrollment 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 2010 – Level Two

Course Code PS775

This intermediate-level course in Microsoft Excel 2010 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 enhance 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 or – DoS students only – complete the following MS Excel 2010 SkillSoft General Library[1] distance learning courses:
- *moaexla01 Customizing Visual Elements in Excel 2010*
- *moaexla02 Customizing Workbook Settings, Conditional Formatting and Number Formats*
- *moaexla03 Organizing Data and Objects in Excel 2010*
- *moaexla04 Ensuring Excel 2010 Data and Formulas are Right*
- *moaexla06 Analyzing Data with What-if Analysis*

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. *PS774 MS Excel Level I*, page 61 or – DoS students only – complete the following Excel 2010 SkillSoft General Library[1] distance learning courses:
- *mobexla01 Getting Started with Excel*
- *mobexla02 Applying Basic Data Formatting in Excel 2010*
- *mobexla03 Moving and Getting Around in Excel 2010*
- *mobexla04 Moving Data and Modifying Worksheets in Excel 2010*
- *mobexla05 Saving, Sending and Printing Excel 2010 Workbooks*
- *mobexla06 Using Conditional Formatting, Tables and Sparklines in Excel 2010*
- *mobexla07 Reviewing and Protecting Content in Excel 2010*
- *mobexla08 Using Basic Formulas in Excel 2010*
- *mobexla09 Using Basic Functions with Excel 2010*
- *mobexla10 Inserting Basic Charts in Excel 2010*
- *mobexla11 Adding Visuals, Themes and Styles to Excel Workbooks*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84).

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

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 2010. Other agency employees who meet the stated enrollment 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 2010 – Mentored

Course Code PS780; PS784

See Distance Learning, page 88.

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

MS Excel 2010 – Microsoft Office Specialist

Course Code PS776

This fast-paced and intensive Microsoft Office Specialist course is designed for participants who want to obtain the Office Specialist certification in Microsoft Excel 2010 and get the most out of Excel. Students should have a good working knowledge of Excel. Participants will review, learn and apply all of the enhanced 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 advanced 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: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. This course requires a strong working knowledge of Excel 2010; at least six months of working experience, *PS774 MS Excel Level I, PS775 MS Excel 2010 Level II*, page 61 or – DoS students only – complete the following Excel 2010 SkillSoft General Library[1] distance learning courses:
- *mobexla01 Getting Started with Excel*
- *mobexla02 Applying Basic Data Formatting in Excel 2010*
- *mobexla03 Moving and Getting Around in Excel 2010*
- *mobexla04 Moving Data and Modifying Worksheets in Excel 2010*
- *mobexla05 Saving, Sending and Printing Excel 2010 Workbooks*
- *mobexla06 Using Conditional Formatting, Tables and Sparklines in Excel 2010*
- *mobexla07 Reviewing and Protecting Content in Excel 2010*
- *mobexla08 Using Basic Formulas in Excel 2010*
- *mobexla09 Using Basic Functions with Excel 2010*
- *mobexla10 Inserting Basic Charts in Excel 2010*
- *mobexla11 Adding Visuals, Themes and Styles to Excel Workbooks*
- *moaexla01 Customizing Visual Elements in Excel 2010*
- *moaexla02 Customizing Workbook Settings, Conditional Formatting and Number Formats*
- *moaexla03 Organizing Data and Objects in Excel 2010*
- *moaexla04 Ensuring Excel 2010 Data and Formulas are Right*

Prerequisites training must be completed prior to submission of request for training. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84). Non-DoS students must take the instructor-led prerequisites courses.

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 certificate.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require an in-depth knowledge of Excel 2010 or who are pursuing the Microsoft Excel 2010 MOS certification. Other agency employees who meet the stated enrollment 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 2010 – Week

Course Code PS789

This course provides a fast-paced overview of the Microsoft Office Suite products and covers Microsoft Word 2010, Microsoft Excel 2010, Microsoft PowerPoint 2010, Microsoft Outlook 2010 and Microsoft Access 2010.

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.
- Compose and organize Outlook messages, manage contacts, use the calendar and manage the size of the Inbox.
- 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 SkillSoft General Library[1] distance learning courses:
- *mobwrda01 Getting Started with Word 2010*
- *mobexla01 Getting Started with Excel 2010*
- *mobgppa01 Getting Started with PowerPoint*
- *mobgaca01 Getting Started with Access 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84).

Prerequisite: An active OpenNet account.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (CS, FS, LE Staff) employees who are comfortable with the use of PC technology and need an overview of Microsoft Office 2010. Other agency employees who meet the stated enrollment 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

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

MS Office Applications, Customized

Course Code PS322

This workshop focuses on Department of State Bureau/Office specific projects and issues related to the Microsoft applications and DoS proprietary programs, such as SMART 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

Prerequisite: Intermediate course of the designated application(s) either through a class at FSI or – DoS students only – through the SkillSoft General Library Distance Learning Program.

Audience: Department of State direct-hire (FS, CS) 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. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

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. Once arranged, DoS direct-hire (FS, CS) enroll online. Non-DoS may enroll through a funded SF-182 (see page 2).

Schedule: Half-day; between 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 4/12

MS Outlook 2010

Course Code PS788

This course prepares students to use Microsoft Outlook 2010 to compose, send and manage email; 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

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

Recommended Preparation: DoS students only - complete the following SkillSoft General Library[1] distance learning courses:
- *mobouta01 Getting Started with Outlook 2010*
- *mobouta02 Managing Conversations and Organizing E-mail in Outlook 2010*
- *mobouta03 Managing Attachments, Graphics, Signatures and Autoreplies in Outlook 2010*
- *mobouta04 Using the Calendar for Appointments, Events and Meetings in Outlook 2010*
- *mobouta05 Managing Meetings and Customizing the Calendar in Outlook 2010*
- *mobouta06 Outlook 2010 Social Connector and Messaging*
- *mobouta07 Working with Contacts in Outlook 2010*
- *mobouta08 Using the Tasks, Notes and Journal Features in Outlook 2010*
- *moaouta01 Formatting E-mail and Configuring Message Options in Outlook 2010*
- *moaouta02 Customizing Outlook 2010 and Managing Accounts*
- *moaouta04 Working with File Transfer and Folders, Searching and RSS Feeds Outlook 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS Outlook 2010. Other agency employees who meet the stated enrollment 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 2010 – Microsoft Office Specialist

Course Code PS792

This fast-paced and intensive Microsoft Office Specialist Outlook course is designed for participants who want to obtain the Office Specialist 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 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 email; use advanced email 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: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. This course requires a strong working knowledge of Outlook 2010; at least six months of working experience, *PS788 MS Outlook 2010*, page 63 or – DoS students only – complete

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

the following Outlook 2010 SkillSoft General Library[1] distance learning courses:

- *mobouta01 Getting Started with Outlook 2010*
- *mobouta02 Managing Conversations and Organizing E-mail in Outlook 2010*
- *mobouta03 Managing Attachments, Graphics, Signatures and Autoreplies in Outlook 2010*
- *mobouta04 Using the Calendar for Appointments, Events and Meetings in Outlook 2010*
- *mobouta05 Managing Meetings and Customizing the Calendar in Outlook 2010*
- *mobouta06 Outlook 2010 Social Connector and Messaging*
- *mobouta07 Working with Contacts in Outlook 2010*
- *mobouta08 Using the Tasks, Notes and Journal Features in Outlook 2010*
- *moaouta01 Formatting E-mail and Configuring Message Options in Outlook 2010*
- *moaouta02 Customizing Outlook 2010 and Managing Accounts*
- *moaouta03 Managing E-mail with Rules, Automatic Replies and Alerts in Outlook 2010*
- *moaouta04 Working with Files and Folders and Using Search and RSS Feeds in Outlook 2010*
- *moaouta06 Implementing Security with Outlook 2010*

Prerequisites training must be completed prior to submission of request for training. DoS students – If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84). 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 certificate.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who require an in-depth knowledge of Outlook 2010 or are pursuing the Microsoft Outlook 2010 MOS certification. Other agency employees who meet the stated enrollment 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 2010 – Level One

Course Code PS777

In this course, participants learn to create professional-quality electronic presentations using Microsoft PowerPoint 2010. 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 SkillSoft General Library[1] distance learning courses:

- *mobppta01 Getting Started with PowerPoint 2010*
- *mobppta03 Adding Images to Presentations in PowerPoint 2010*
- *mobppta02 Visually Enhancing PowerPoint 2010 Presentations*
- *mobppta04 Using Multimedia and Animations in PowerPoint 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who desire a working knowledge of the fundamentals of MS PowerPoint 2010. Other agency employees who meet the stated enrollment 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 2010 – Microsoft Office Specialist

Course Code PS779

This fast-paced and intensive Microsoft Office Specialist course is designed for participants who want to obtain the Office Specialist certification in Microsoft PowerPoint 2010 and get the most out of PowerPoint. Students should have a good working knowledge of PowerPoint 2010. 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: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. This course requires a strong working knowledge of PowerPoint 2010; at least six months of working experience, *PS777 MS PowerPoint 2010 Level I*, page 64 or – DoS students only – complete the following PowerPoint 2010 SkillSoft General Library[1] distance learning courses:

- *mobppta01 Getting Started with PowerPoint 2010*
- *mobppta03 Adding Images to Presentations in PowerPoint 2010*
- *mobppta02 Visually Enhancing PowerPoint 2010 Presentations*

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

- *mobppta04 Using Multimedia and Animations in PowerPoint 2010*
- *moappta01 Using Advanced Slide Show Tools in PowerPoint 2010*
- *moappta02 Collaborating and Sharing Presentations in PowerPoint 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request a logon (page 84).

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 certificate.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees requiring a good working knowledge of Microsoft PowerPoint 2010 or pursuing the PowerPoint 2010 MOS certification. Other agency employees who meet the stated enrollment 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 2010 – Mentored

Course Code PS782; PS786

See Distance Learning, page 90.

MS Project 2010, Introduction to

Course Code PS793

This is an introductory course in Microsoft Project 2010 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 SkillSoft General Library[1] distance learning courses:
- *mobprja01 Introduction to Project Management using Project 2010*
- *mobprja02 Introduction to Project 2010*
- *mobprja03 Initializing a Project with Project 2010*
- *mobprja05 Building a Schedule with Project 2010*
- *mobprja06 Creating Resources in Project 2010*
- *mobprja07 Managing Resource Assignments with Project 2010*
- *mobprja08 Monitoring Schedule Performance with Project 2010*
- *mobprja04 Defining Project Properties in Project 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees engaged in managing projects using Microsoft Project 2010. Other agency employees who meet the stated enrollment 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 2010

Course Code PS790

MS Publisher 2010 empowers participants to create short brochures, calendars, flyers, labels, newsletters and Web sites for print, email 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 publications in class.

Course Objectives:
- Create pubs from templates and from scratch.
- Create flyers, brochures and newsletters.
- Format graphics.
- Arrange text and graphics.
- Link text boxes.

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

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

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. *PS777 MS PowerPoint 2010 Level I*, page 64 or – DoS students only – complete the following PowerPoint 2010 SkillSoft General Library[1] distance learning courses:
- *mobppta01Getting Started with PowerPoint 2010*
- *mobppta03 Adding Images to Presentations in PowerPoint 2010*
- *mobppta02 Visually Enhancing PowerPoint 2010 Presentations*
- *mobppta04 Using Multimedia and Animations in PowerPoint 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work with advanced features in Microsoft Word 2010 such as Mail Merge, References, etc., and who have an interest in mastering these features. Other agency employees who meet the stated enrollment 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

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

MS SharePoint 2010 Business Process Automation

Course Code PS797

This course integrates theory, best practices and a practical application exercise intended to assist you in developing an effective Microsoft SharePoint 2010 site collection. The focus of this course is on such key elements as Web parts, governance, site naming conventions, uniform resource locators and other aspects of providing collaborative business solutions for your organization.

Course Objectives:
- Understand the concept of site collection.
- Develop site-collection taxonomy.
- Apply the concepts of URL and Naming Conventions.
- Organize a systematic site navigation scheme.
- Apply the concept of 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:
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

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

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. *PS795 MS SharePoint 2010 Business Users* and *PS796 MS SharePoint 2010 Site Owners*, page 66 or – DoS students only – complete the following SharePoint 2010 SkillSoft General Library[1] distance learning courses:

The following SkillSoft General Library[1] courses may be substituted for PS796 attendance:
- *moospea01 Getting Started with SharePoint 2010*
- *moospea02 Using SharePoint 2010 with Office 2010*
- *moosppa01 Managing SharePoint 2010 Sites, Lists and Libraries*
- *mossppa02 Managing SharePoint 2010 Pages and Components*
- *moosppa03 SharePoint 2010 Security and Business Intelligence*
- *monspea01 SharePoint 2010 New Features for End Users*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (CS, FS, LE Staff) employees who are site collection administrators, site owners and Web Masters - 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 using Microsoft SharePoint 2010. Other agency employees who meet the stated enrollment 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 SharePoint 2010 – Business Users

Course Code PS795

This is an introductory course in the use of Microsoft SharePoint 2010 consisting of an overview of 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.
- Set and manage alerts.
- Create, manage, and use document, Outlook integration and meeting workspaces.
- Create and manage lists, libraries, views and workflows.
- Learn how views are used in SharePoint.
- 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 SkillSoft General Library[1] distance learning courses:
- *moospea01 Getting Started with SharePoint 2010*
- *moospea02 Using SharePoint 2010 with Office 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) non-technical employees, who will view, edit and contribute content to a Microsoft SharePoint 2010 site. Other agency employees who meet the stated enrollment 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 2010 – Site Owners

Course Code PS796

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 SkillSoft General Library distance learning courses:

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

- *moospea01 Getting Started with SharePoint 2010*
- *moospea02 Using SharePoint 2010 with Office 2010*
- *moosppa01 Managing SharePoint 2010 Sites, Lists, and Libraries*
- *moosppa02 Managing SharePoint 2010 Pages and Components*
- *moosppa03 SharePoint 2010 Security and Business Intelligence*
- *monspea01 SharePoint 2010 New Features for End User*
- *monsppa01 Microsoft SharePoint 2010: New Features for Power Users*

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. *PS795 MS SharePoint 2010 – Business Users*, page 66. For DoS students only – the following SharePoint 2010 SkillSoft General Library[1] distance learning courses may be substituted for PS795 attendance.

- *moospea01 Getting Started with SharePoint 2010*
- *moospea02 Using SharePoint 2010 with Office 2010*
- *moosppa01 Managing SharePoint 2010 Sites, Lists and Libraries*
- *moosppa02 Managing SharePoint 2010 Pages and Components*
- *moosppa03 SharePoint 2010 Security and Business Intelligence*
- *monspea01 SharePoint 2010 New Features for End Users*
- *monsppa01 Microsoft SharePoint 2010: New Features for Power Users*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are SharePoint owners or power users. Other agency employees who meet the stated enrollment 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 2010: Business Process Diagramming

Course Code PS798

This course will introduce the primary features of Microsoft Visio 2010 to create professional-looking flowcharts, office layouts, organization charts, project timelines and more. Visio 2010 helps streamline diagramming tasks to improve productivity and help you communicate more effectively. This course shows how Visio 2010 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 2010 templates.
- Open a template, add shapes to a diagram and work, modify and connect shapes.
- Save a Visio 2010 diagram and work with differing file types.
- Set up pages before printing a Visio diagram.

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 SkillSoft General Library[1] distance learning courses:

- *moospea01 Getting Started with SharePoint 2010*
- *moosppa01 Managing SharePoint 2010 Sites, Lists and Libraries*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. *PS795 MS SharePoint 2010 – Business Users*, page 66 or instructor approval based on demonstrated student business need.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who wish to broaden their understanding of Microsoft Visio 2010 and are faced with complex planning tasks such as class scheduling, building moves and other major projects. Other agency employees who meet the stated enrollment 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 Windows 7/ Internet Explorer 8

Course Code PS791

This course is recommended as preparation for most of the computer end-user courses offered at FSI. It provides the end-user with exposure to the Windows 7 operating system and features of Department-approved Web browsers.

Course Objectives:

- Become familiar with the new features of Windows 7 and Web browsers.
- Manage files and folders.
- Use the Search feature.
- Customize Windows 7 and Web browsers.

OPM Competencies Addressed:

✓ Problem Solving
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:

✓ Job Information
✓ Professional Expertise
✓ Technical Skills

Prerequisite: All students must have an active OpenNet account.

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who use Windows 7 and Department-approved Web browsers or who plan to enroll in a computer end-user course offered at FSI. Other agency employees who meet the stated enrollment 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).

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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

Minimum/Maximum: 4/12

MS Word 2010 – Advanced

Course Code PS794

The Advanced Word course is tailored to participants who are familiar with Microsoft Word 2010 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. Opportunities for hands-on practice with Word 2010 advanced features will be provided. The course will focus 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.
- Use and enhance graphical elements.
- Create and apply Quick Part entries.
- Work with Track Changes, comments and markup.

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

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

Prerequisite: All students must have an active OpenNet account and be proficient in using the features of the Windows operating system. This course requires a thorough working knowledge of Word 2010 basics and DoS students only - complete the following SkillSoft General Library[1] distance learning courses:
- *mobwrda01 Getting Started with Word 2010*
- *mobwrda02 Formatting and Working with Text in Word 2010*
- *mobwrda03 Organizing and Arranging Text in Word 2010*
- *mobwrda04 Moving Around in Word 2010*
- *mobwrda05 Structuring Word 2010 Documents*
- *mobwrda06 Reviewing Documents in Word 2010*
- *mobwrda07 Saving, Sharing and Printing in Word 2010*
- *mobwrda08 Customizing the Behavior and Appearance of Word 2010*
- *mobwrda09 Drawing and Inserting Graphics in Word 2010*

If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Successful completion of this course requires the student to pass an open-book quiz.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who work with advanced features in Microsoft Word 2010 such as Mail Merge, References, etc., and who have an interest in mastering these features. Other agency employees who meet the stated enrollment 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 Word 2010 – Mentored

Course Code PS783; PS787

See Distance Learning, page 90-91.

Personal Identity Verification Module 2

Course Code PS820

See Distance Learning, page 159.

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 U.S. government. SIPRNet serves to facilitate SECRET data communications and interagency collaboration within the entire U.S. government 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 apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

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 is 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 92.

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 emails 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.

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

- 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*, page 145, *PK207 Files and Records Management*, page 145 and a working knowledge of Outlook 2010 and review of the Department of State Classification Guide for ClassNet users on ClassNet system.

Prerequisite: *PS530 SMART Messaging: A Course for Users*, page 92; 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*, page 92.

Schedule: Classroom, webinar or DVC: Two hours; between 9:00 a.m. and 4:00 p.m.

Minimum/Maximum: 10/100

SMART Training

Course Code PS530, PS531, PS532
See Distance Learning, page 91-92.

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 70.
- Consular FSN and Consular Agents, page 81.

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 92.

Assisting Victims of Crime, Overview

Course Code PC124A

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.

This course 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.

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, DoS apply online or FS may contact HR/CDA (see page 1).

Additional Information: Contact 202-736-9121.

Schedule: Three days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

Automated Systems for Consular Managers

Course Code PC116

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 also provides general refresher training for officers who have been away from consular systems for less than five years.

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.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: *PC530 Basic Consular Course,* page 72, and recent hands-on computer work at an overseas consular post in the past five years.

Audience: Department of State direct-hire experienced Consular Officers who will have responsibility for managing a consular unit or section. To enroll, apply through HR/CDA.

Additional Information: Email FSIC@state.gov.

Schedule: Five days; 9:00 a.m. to 5:00 p.m., Room F4307.

Minimum/Maximum: 6/16

Citizenship Fraud Prevention Course, Advanced

Course Code PC547

This course increases awareness of fraud prevention in the passport issuance process and builds capacity for managers to address vulnerabilities. Students will be trained on identifying fraud indicators on a U.S. passport application, detecting counterfeit documents, promoting consular integrity, and improving interviewing skills. Other sessions will explore consular technology, and the passport revocation process. Guest speakers will include representatives from the CA Front Office, Passport Services, and Office of Fraud Prevention Programs, as well as Diplomatic Security.

Course Objectives:
- Understand how passport field offices and posts relate to Washington headquarters on citizenship fraud concerns.
- Utilize fraud prevention tools in the Consular Consolidated Database.
- Recognize vulnerabilities that can result in consular malfeasance.
- Understand the passport revocations process and the legal and regulatory foundations behind revoking passports.
- Develop better interviewing skills.
- Understand the role of the Office of Fraud Prevention Programs in supporting passport fraud prevention efforts.
- Learn techniques for analyzing handwriting and detecting fraudulent documents.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Problem Solving
✓ Public Service Motivation

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Persuasion and Negotiation

Prerequisite: *PC128 Detecting Impostors*, *PC544 Detecting Fraudulent Documents* and *PC545 Examining U.S. Passports*, page 95.

Audience:
Primary: Department of State Passport Services employees assigned to the Fraud Program Manager role within the past 12 months.

Secondary: DoS direct-hire supervisory passport specialists (at the GS-12 level), Diplomatic Security investigative personnel responsible for investigating passport fraud while assigned to domestic offices, and Passport Services managers.

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: 15/25

Collecting Consular Fees: Training for the Consular Cashier

Course Code PC419
See Distance Learning, page 93.

Combating Trafficking in Persons

Course Code PC406
See Distance Learning, page 93.

Consular Country Coordinators Workshop

Course Code PC555

Consular country coordinators frequently have oversight responsibilities for operations in widespread locations throughout their country of assignment. This annual workshop provides an overview of their responsibilities: including consistent mission-wide consular policies and procedures that conform to State Department regulations.

Course Objectives:
- Improve consular country coordinators' understanding of their responsibilities.
- Facilitate the sharing of best practices by MCCAs already at post.
- Discuss various models for MCCA management in integrating the resources, talent, leadership, policies and procedures in constituent posts.
- Using metrics to improve performance.

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
✓ Professional Standards
✓ Public Outreach
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: Participant must be assigned to or serving in a Consular Country Coordinator position.

Audience: Department of State direct-hire Foreign Service Officers serving as Consular Country Coordinators. To enroll, DoS apply online or contact HR/CDA (see page 1).

Schedule: Five days; 8:00 am to 4:00 pm. This course is offered to a limited audience.

Minimum/Maximum: 5/24

Consular Course, Advanced

Course Code PC532

This course prepares Consular Officers to serve in leadership positions by providing in-depth examination of current and future consular trends. The course examines resource and staffing trends, management methods, new technology and its uses in consular work, as well as the inter- and intra-agency process, as it affects the Bureau of Consular Affairs.

Course Objectives:
- Understand current resource and staffing trends that affect consular management.
- 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
✓ Professional Standards
✓ Public Outreach
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 72; and *PC550 Consular Section Chief Basics*, page 75.

Audience: Department of State direct-hire (FS, CS) Consular Officers at the FS-02/01 or GS-13/14 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).

Additional Information: Email FSIC@state.gov.

Schedule: Two weeks; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/24

Consular Course, Basic

Course Code PC530

This course offers intensive training in immigration and nationality law and regulations, and in consular policies, responsibilities, and procedures. Rotating through different modules at ConGen Rosslyn, students are introduced to the law and regulations through course materials, lectures, small group exercises, 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 Special Consular Services	*7 days*
PC536 Passports and Citizenship	*6 days*
PC537 Immigrant Visas	*6 days*
PC538 Nonimmigrant Visas	*12 days*

Additional coursework covers consular leadership and management, interviewing skills, and security, accountability, fraud prevention, and ethics.

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 U.S. citizens abroad and foreign nationals seeking to enter the United States.
- 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 and Safety, 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 direct-hire Foreign Service Officers assuming consular positions abroad or domestically; Civil Service employees assigned to TDY or excursion consular tours; and DS Special Agents assigned to A/RSO-I positions abroad. FSOs who have not served in a consular position abroad or taken *PC530* in more than nine years must take *PC530* prior to beginning a consular tour; FSOs who have not served in a consular position abroad or taken *PC530* within the last five to nine years may take *PC546* to be considered eligible for a consular commission and title.

Secondary: Department of State direct-hire CS employees and DS Officers assigned domestically. American citizen EFMs of direct-hire DoS employees, who are about to be, or already assigned, overseas where a Consular Associate or Professional Adjudication Specialist position exists may attend on a space-available basis. Completion of the course does not guarantee employment at post. Other agency employees who meet stated enrollment requirements may attend on a reimbursable basis.

To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2); EFMs through the Family Liaison Office at FLOAskTraining@state.gov.

Additional Information: Call 703-302-7515 or email FSIC@state.gov.

Schedule: Six weeks; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 6/24

Consular Fees: Training for the Consular Agent

Course Code PC418

See Distance Learning, page 93.

Consular Fundamentals for Mid-Level Officers

Course Code PC546

This course offers intensive training in immigration and nationality law and regulations and in consular policies, responsibilities and procedures for officers who have already successfully completed *PC530 Basic Consular Course*, page 72, in the past. 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. Additional coursework covers public service, consular interviewing, security, accountability, fraud prevention and ethics.

Course Objectives:
- Apply 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 U.S. citizens abroad and foreign nationals seeking to enter the United States.
- 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 and Safety, including Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Technical Skills

Corequisites:
PC441 Passport Data Security Awareness, page 97
PC544 Detecting Fraudulent Documents, page 95
PC545 Examining U.S. Passports, page 95
PC128 Detecting Imposters, page 95
PC400 Consular Management Controls, page 94

Exam Requirement: Course completion is conditioned on passing two written examinations with a final score of 80% or better.

Prerequisite: *PC530 Basic Consular Course,* page 72, within the past nine years.

Audience: Department of State direct-hire Foreign Service Officers assuming consular positions abroad who have not served in a full-time consular adjudicating position or taken *PC530 Basic Consular Course*, page 72, within the past five to nine years. To enroll, apply online and provide a justification in the remarks section that includes when the employee last served in a full-time consular adjudicating position, when the employee last completed *PC530*, and when s/he is going back overseas to a consular adjudicating position.

Note: FSOs who have not served in a consular position or taken *PC530* within the past ten years must take the full *PC530 Basic Consular Course*, page 72, prior to beginning a consular tour.

Schedule: Two weeks; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 8/16

Consular Leadership Development Course

Course Code PC108

These regional courses, jointly sponsored by the Foreign Service Institute and the Bureau of Consular Affairs, provide continuing leadership training and skills development to prepare consular officers for positions of increasing responsibility. In addition to professional development, the courses 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/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building
✓ Technology Management
✓ Vision

FS Precepts Addressed:
✓ 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: Department of State direct-hire (FS, CS) Consular Officers. DoS nominations will be accepted through FSI online registration processing (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Five days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 20/25

Consular Management Basics

Course Code PC533

See Distance Learning, page 94.

Consular Management Controls

Course Code PC400

See Distance Learning, page 94.

Consular Management Tools and Techniques

Course Code PC548

This course will provide consular professionals with a working level understanding of the Bureau of Consular Affairs' leadership and management approach. This course introduces the CA Management Framework that, in alignment with the CA Leadership and Management Tenets, emphasizes three core management concepts: the balanced perspectives of Balanced Scorecard, the strategic planning objectives of SMART goal setting, and the process efficiency principles of Lean.

Course Objectives:
- Through conversations, explain the Management Framework adopted by Consular Affairs.
- Apply the Consular Affairs Management Framework throughout all levels of Consular Affairs employees.
- Describe the purpose of tools in the 1CA toolkit. Using case studies, illustrate their effective use in addressing commonly experienced challenges and/or problems.
- Require participants to demonstrate their understanding of the tools by successfully applying the tools to a challenge through use of case studies.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Developing Others
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Information Gathering and Analysis
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Development, including Active Learning
✓ Relationship Building and Representational Skills
✓ Team Building

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Priority will be given to CA employees who have not previously received 1CA training. To enroll, State employees click "Apply" (FS have the option of requesting enrollment through HR/CDA).

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

Minimum/Maximum: 12/25

Consular Namechecking and Identity Recognition Techniques Overview, Advanced

Course Code PC126A

This course is designed to expose Consular Officers to background and practical knowledge of CLASS and namecheck algorithms, with a particular emphasis on algorithms specific to their region. 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

Recommended Preparation: Six months visa adjudication experience strongly preferred.

Prerequisite: *PC530 Basic Consular Course*, page 72.

Audience: Department of State direct-hire Consular Officers engaged in namechecking at selected posts and regions. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 6/12

Consular Namechecking for Passport Adjudicators

Course Code PC126B

This course is designed to provide consular officers with superior background and skills for the supervision and direct utilization of the Passport Consular Lookout and Support System and its backup name-checking systems. The course includes instruction in both name-checking 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.

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 name-check 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 name check 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
✓ Technical Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: Six months passport adjudication experience strongly preferred

Prerequisite: *PC536B Passport and Nationality for Domestic Adjudicators*, page 79.

Audience: Department of State direct-hire (FS, CS) Passport Supervisors, Adjudicators and Fraud Prevention Managers are strongly

encouraged to take this course. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 5/25

Consular Section Chief Basics

Course Code PC550

This course addresses the needs of mid-level Consular Officers who will be serving as Consular Section Chief in their next assignment. 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.

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 and Safety, 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 72; *PC120 Consular Task Force Basics*; *PC400 Consular Management Controls*; *PC533 Consular Management Basics*, page 94; and onward assignment as a consular supervisor.

Audience: Department of State direct-hire (FS) officers at the FS-03 (or -04 officers who will be serving as the sole Consular Officer and have previously served at least one consular tour) 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).

Additional Information: Email FSIC@state.gov.

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 94.

Consular Training for Principal Officers

Course Code PC145

This voluntary course will stress consular policy in the areas of management and oversight and is specifically geared for Principal Officers and DCMs who will supervise consular chiefs. Topics covered will include the appropriate roles, responsibilities and duties of a PO/DCM. The course will encompass topics ranging from national security (and the consular role) to consular management controls and fees, to required reporting, as well as updated systems training. It is not appropriate for Principal Officers whose positions require a consular commission.

Course Objectives:
- Refresh consular skills and knowledge.
- Understand and apply current CA policies.
- Update familiarity with consular computer applications.
- Address consular management issues.

OPM Competencies Addressed:
✓ Accountability
✓ Public Service Motivation
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Technical Skills

Prerequisite: Serving as, or assigned to be a PO/DCM without a consular commission/title.

Audience: Department of State direct-hire Foreign Service Officers at the mid- to senior-level who are or will be serving as Principal Officers/DCMs and who will not have a consular commission/title, but will be supervising consular section chiefs. For pre-registration assistance, please call 703-302-7171.

Note: This course is offered to a limited audience.

Additional Information: Email FSIC@state.gov.

Schedule: One day; 9:00 a.m. to 4:00 p.m., Room F3116.

Minimum/Maximum: 4/12

Consular Training Segments

Course Codes PC535-538

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 exercise, role-plays and course materials. For additional details on these courses, see the description for *PC530*, page 72.

PC535 Special Consular Services	*7 days*
PC536 Passport and Nationality	*6 days*
PC537 Immigrant Visas	*6 days*
PC538 Nonimmigrant Visas	*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 U.S. citizens abroad and to foreign nationals seeking to enter the United States.
- 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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Technical Skills

Exam Requirement: Course completion is conditioned on passing each segment's examination with a final score of 80% or better.

Audience:
Primary: Department of State direct/new-hire overseas-based Consular Agents.

Secondary: DoS direct-hire (CS) employees who require functional training in one of the *PC530* segments. Pre-registration with the Consular Training Division is required. Please email FSIC@state.gov for assistance.

Additional Information: Email FSIC@state.gov.

Schedule: Training segments are from five to 12 days; 8:15 a.m. to 5:00 p.m., Room F3116.

Detecting Fraudulent Documents

Course Code PC544
See Distance Learning, page 95.

Detecting Impostors

Course Code PC128
See Distance Learning, page 95.

Examining U.S. Passports

Course Code PC545
See Distance Learning, page 95.

Fraud Prevention for Consular Managers

Course Code PC541

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

Prerequisite: PC530 Basic Consular Course, page 72; *PC128 Detecting Imposters*; and *PC544 Detecting Fraudulent Documents*, page 95.

Audience: Department of State direct-hire (FS) officers assigned as Fraud Prevention Manager, entry-level officers who will serve at least six months as FPM 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).

Additional Information: Email FSIC@state.gov.

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 96.

Manager's Workshop, Passport Customer Service

Course Code PC565

PC565 Passport Customer Service Manager's Workshop is designed to promote communication and the exchange of information between Passport Customer Service Managers in the field, personnel at Passport Headquarters, and other program stakeholders. The course will provide training in the application of analytical tools, briefing techniques, applicable database operation, and training tradecraft. Training utilizes presentations and lecture, in addition to small and large-group collaboration to promote the acquisition of new skills and to address relevant program issues.

Course Objectives:
- Become familiar with a variety of analytical tools and their practical applications.
- Utilize analytical tools to solve problems and effectively manage resources.
- Develop coherent and organized talking points for briefing and outreach activity.
- Utilize specific briefing techniques to make outreach communication more efficient and effective.
- Understand the principles of adult learning and how they apply to the facilitation of Passport Acceptance Agent Training.
- Utilize applicable Consular Databases to achieve specified program results and organizational goals.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Information Gathering and Analysis
✓ Institutional Knowledge

✓ Oral Communication
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) Passport Customer Service Managers and Program Analysts working with the Passport National Customer Service Program. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Five days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 5/75

National Training Program

Course Code PC562

This course offers a broad overview of the Department of State, Consular Affairs and Passport Services. Students are introduced to the adjudication process for domestic employees in preparation to adjudicate passport applications or supervise Passport Specialists. The class incorporates lecture, group sessions, case studies and hands-on training on passport applications.

Course Objectives:
- Familiarize employees with the organizational structure of Passport Services.
- Identify passport forms and products.
- Recognize terms and document types pertaining to acquisition of citizenship.
- Establish citizenship and identity.
- Identify appropriate IRL to address insufficient evidence of citizenship or identity.
- Use the Travel Document Issuance System.

OPM Competencies Addressed:
✓ Continual Learning
✓ Decisiveness
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Decision-Making and Judgment
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PC441 Passport Data Security Awareness*, page 97, *PA459 Protecting Personally Identifiable Information*, page 143 and *PS800 Cyber Security Awareness*, page 158. Before attending NTP, all new Passport Specialists must complete the Pre-NTP. See your agency management for a description of required courses.

Audience:
Primary: Department of State direct-hire employees who are new-hire Passport Specialists.

Secondary: Other DoS direct-hire employees involved in the adjudication approval process (e.g. Supervisory Passport Specialists).

To enroll, apply online or FS may contact HR/CDA (see page 1). Enrollment for each section closes one month prior to the start of class to allow time to complete the Pre-NTP. If a desired section is closed you must select the next available section.

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

Minimum/Maximum: 5 /25

National Training Program, Intermediate

Course Code PC563

The purpose of this course is to provide intermediate-level adjudication training for passport specialists employed at domestic passport agencies and centers. Topics covered include: passport policies and procedures, nationality law and regulations, and functions and responsibilities of passport specialists. This course focuses on applying adjudicative logic and decision-making skills to passport casework.

Course Objectives:
- Apply nationality law and regulations in adjudication.
- Implement policies, procedures and guidelines stipulated by Passport Services and the Bureau of Consular Affairs.
- Exercise sound adjudicative decision-making skills based on the application of logic and procedural guidelines.
- Use Travel Document Issuance System and other Consular Systems for efficient adjudications in compliance with CA policy.

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

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PC562 National Training Program*, page 77.

Audience: Department of State direct-hire (CS) Passport Specialists at the GS-9/11 grade level who have at least one year of adjudication experience. To enroll, apply online (see page 1).

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

Minimum/Maximum: 5 /16

Nonimmigrant Visa Petitions: Revocation Guidance

Course Code PC401
See Distance Learning, page 96.

Orientation to Overseas Consular and Duty Officer Responsibilities

Course Code PC105

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 U.S. 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 roleplaying exercises.

Note: The course is not intended for officers assigned to positions with responsibilities for regularly performing consular duties or serving as a designated back-up consular officer, since it does not lead to conferral of a consular title or authority required to perform such activities.

Course Objectives:
- Basic services to U.S. citizens 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) employees assigned abroad without consular titles, and DoS FS employees who expect to serve as duty officer overseas or who need orientation to consular responsibilities. Other agency employees who meet the stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Two days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 5/10

Orientation to Passport Adjudication for Non-Specialists

Course Code PC560

This course offers a broad overview of the Department of State, Consular Affairs and Passport Services. Students are introduced to the operations at a passport agency as well as the duties of a passport specialist. The class incorporates lecture, group sessions, case studies and hands-on training on passport applications.

Course Objectives:
- Familiarize employees with the organization structure of Passport Services.
- Identify the passport forms and products.
- Summarize the duties of a passport specialist.
- Utilize the Travel Document Issuance System.

OPM Competencies Addressed:
✓ Continual Learning
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

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

Audience: Department of State direct-hire (CS, FS) passport employees in non-adjudicative positions and select DoS direct-hire employees who provide operational support to passport services. 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: 5 /20

Overseas Citizen Services Issues for Mid-Level Consular Officers

Course Code PC558

This course will broaden the knowledge and understanding of OCS issues for officers and senior LE Staff who have served at least one full consular tour overseas and have a sufficient knowledge base to absorb these complexities at a more advanced level. This course provides an in-depth exploration of such issues as adoption processing, the legal nuances of passport adjudication, victims' assistance, International Parental Child Abduction and other OCS issues. This course is aimed at mid-level consular officers and senior ACS LE Staff who have already grasped the basics of OCS issues, and are now ready to broaden their knowledge and understanding of these complexities.

Course Objectives:
- Prepare consular officers and senior LE Staff to serve effectively in their assignment as consular managers in an ACS section.
- Learn the principles of victim assistance and how to take key actions when assisting victims of crime. Gain increased awareness and understanding of the physical, emotional and financial impact of serious crime on victims, their families and loved ones.
- 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.
- Discuss how to assist American citizen parents and dependents in cases of international parental child abduction and adoption.
- Increase understanding of the structure and personnel in the Office of Overseas Citizen Services, including how to obtain legal advisory opinions, resources available to the field, and proper methods of coordination with OCS.
- Improve understanding of ACS roles in managing crisis response for U.S. citizens overseas.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ External Awareness
✓ Flexibility
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Public Outreach
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: If FS, *PC530 Basic Consular Course*, page 72. If CS, no prerequisites required. If LE Staff, *PC102 Immigration Law and Visa Operations*, page 96; *PC103 Nationality Law/Consular Procedures*, page 96; and *PC104 Overseas Citizens Services*, page 97.

Audience: Department of State direct-hire (FS, CS) employees at the FS-03; GS-09 level, and senior Consular DoS direct-hire LE Staff employees. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

The primary audience for this workshop is mid-level DoS direct-hire Consular Officers who have completed at least one Consular tour overseas, and who are heading to an onward Consular assignment that will have a substantial Overseas Citizen Services Component, and would thus benefit from an in-depth exploration of OCS issues and challenges.

While it is geared toward FS-03 officers, it could be appropriate for second-tour officers who will be headed to smaller sections overseas, and who will therefore have a greater level of responsibility in their section.

This course is also available to senior DoS direct-hire ACS LE Staff in the non-summer months.

To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 10/24

Passport and Nationality for Domestic Adjudicators

Course Code PC536B

The *Passport and Nationality for Domestic Adjudicators* course offers intensive training in immigration and nationality law and regulations for domestic adjudicators emphasizing acquisition through birth abroad and naturalization. FSI instructors conduct this course at various passport agencies across the country. Students are introduced to the laws, regulations and practice of common overseas adjudication through study materials, lectures, group/small sessions, case studies and role-plays.

Course Objectives:
- Apply the immigration and nationality laws and regulations accurately and effectively.
- Understand policies and procedures for implementing State Department policy of "Secure Borders, Open Doors."
- Understand the nuances of adjudication abroad.
- Understand acquisition through birth abroad and the Child Citizenship Act.
- Understand loss of nationality.
- Familiarization with overseas visa operations and American Citizen Services.
- Address consular management issues.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Oral Communication
✓ 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 direct-hire (FS, CS, LE Staff) passport specialists and other 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).

Additional Information: Email FSIC@state.gov.

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 97.

Passport Management Essentials

Course Code PC564

This course provides an overview of a variety of local management topics presented by subject-matter experts throughout Consular Affairs to ensure that PPT directors, assistant directors and managers have the necessary knowledge to manage a Passport Agency/Center successfully. Topics covered by this course include: management of the domestic adjudication process, labor-management relations, HR issues, processing official travel, management information systems, internal controls, adjudication audits and SOPs, agency purchase cards, management assessment program, TATEL, acceptance facility oversight program and strategic planning and cost analysis.

Course Objectives:
- Recognize staffing and management concerns and how to respond appropriately.
- Understand the roles and responsibilities of Passport Services Headquarters and management of a Passport Agency/Center.
- Introduce FAM and FAH requirements pertaining to awards, official travel and the agency purchase card.
- Recognize labor-management and HR issues.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Technical Skills

Prerequisite: If the individual does not have prior domestic adjudication experience, then *PC560 Orientation to Passport Adjudication for Non-Specialists*, page 78, is required before taking this course. *PC562 Passport Services' National Training Program*, page 77, may be taken in lieu of PC560.

Audience: Department of State direct-hire (FS, CS) managers in Passport Services (i.e., Agency Directors, Assistant Directors and Managers). To enroll, apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/25

Potentially Fraudulent Birth Documents

Course Code PC561

This course provides passport specialists with an in-depth introduction to Potentially Fraudulent Birth Documents, its past, present and future. Students will be trained on the current PFBD guidelines, learn to identify documents common to PFBD cases, receive instruction on the historic/cultural perspective of midwife births along the southern U.S. border, receive hands-on training on the various electronic checks conducted for each case, and practice adjudication of cases. Instruction includes study materials, lectures, group/small sessions, case studies and role-plays.

Course Objectives:
- Discuss the passport adjudicative history of PFBD cases.
- Recognize historical discrepancies in the adjudication of PFPD cases.
- Understand the PFBD guidelines for adjudication.
- Use Department of State and Department of Homeland Security systems, including Consular Consolidated Database and Person Centric Query.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Problem Solving
✓ Public Service Motivation

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (CS) senior passport specialists at the GS-11 level, supervisory passport specialists at the GS-12 level, and managers in Passport Services. To enroll, apply online.

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

Minimum/Maximum: 5 /25

Processing Security Advisory Opinions

Course Code PC440
See Distancing Learning, page 97.

Regional Consular Officers Workshop

Course Code PC114

This workshop is offered annually to provide. Regional Consular Officers the opportunity to meet with key contacts in the Bureau of Consular Affairs the opportunity to meet with key contacts in the Bureau of Consular Affairs, compare best practices and prepare new RCOs with and understanding of their responsibilities.

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 Capital Management
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Knowledge of Foreign Cultures
✓ Management of Resources
✓ Operational Effectiveness
✓ Problem Solving
✓ Professional Expertise
✓ Team Building

Prerequisite: *PC530 Basic Consular Course*, page 72.

Audience: Department of State direct-hire (FS) officers preparing for assignment or nearing completion of first year as Regional Consular Officers. To enroll, once approved, apply online or through HR/CDA.

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 5/25

Symposium for Supervisory Passport Specialists

Course Code PC566

This course provides Supervisory Passport Specialists with position-specific knowledge and tools to enhance their performance. Topics covered by this course include: performance management at a Passport Agency/Center, documentation standards for HR requirements, supervision in a bargaining unit environment, nomination of awards or promotions, handling probations, addressing conduct issues, implementing performance improvement plans, and transitioning from employee to supervisor. It is designed to complement, not replace, other key supervisory classes such as *PT230 Fundamentals of Supervision*, page 187, and *PK246 Employee Relations Seminar*, page 186.

Course Objectives:
- Examine expectations for supervisors, including performance standards.
- Identify responsibilities during performance cycle timeline.
- Communicate performance standards and expectations effectively during performance discussions.
- Recognize the importance of performance documentation.
- Draft a performance narrative that accurately reflects the employee's performance in each standard.
- Recognize your responsibilities as a supervisor in a bargaining unit environment.

OPM Competencies Addressed:
✓ Conflict Management
✓ Human Capital Management
✓ Interpersonal Skills
✓ Oral Communication
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Openness to Dissent
✓ Operational Effectiveness
✓ Professional Standards

Audience: Mandatory training for Department of State direct-hire (CS) Supervisory Passport Specialists at the GS-12 level. DoS direct-hire newly hired passport agency/center Adjudication Managers and Assistant Directors without prior passport supervisory experience may also attend. To enroll, apply online.

Schedule: One week; 9:00 am to 4:00 pm.

Minimum/Maximum: 8/25

Visa Issues for Mid-Level Consular Officers

Course Code PC557

This course is designed to prepare Consular Officers to serve as NIV or IV Chiefs at post by broadening their knowledge and understanding of visa issues for officers who have served at least one full consular tour overseas and have a sufficient knowledge base to absorb these complexities at a more advanced level.

Course Objectives:
- Prepare consular officers to serve effectively in their assignment as consular managers in a visa section.
- Explore in depth the various visa classes and processing elements to promote a uniform application of visa law at all posts.
- Understand why potential name-check matches are returned to users, by learning how Bureau of Consular Affairs name-checking 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.
- Learn new metrics-based measurement techniques to improve visa section efficiencies and performance.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ External Awareness
✓ Flexibility

✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Institutional Knowledge
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Public Outreach
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: *PC530 Basic Consular Course*, page 72; *PC401 Nonimmigrant Visa Petition Revocation*, page 96; *PC402 Immigrant Visa Petition Revocation*, page 96; and *PC440 Processing SAOs*, page 97.

Audience: Department of State direct-hire (FS, CS) employees at the FS-03 or GS-09 level.

The primary audience for this workshop is direct-hire mid-level consular officers who have completed at least one Consular tour overseas and who are heading to an onward Consular assignment that will have a substantial managerial responsibility in a Visa Section, and would thus benefit from an in-depth exploration of visa issues and challenges.

While it is geared toward FS-03 officers, it could be appropriate for second-tour officers who will be headed to smaller sections overseas, and who will therefore have a greater level of responsibility in their section.

To enroll, DoS apply online or FS may contact HR/CDA.

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 10/24

Consular FSN and Consular Agents

Consular Agents' Workshop

Course Code PC107

These biennial workshops provide consular agents and consular agency staff an opportunity to share their experiences, ideas, and challenges with each other and with DoS colleagues. Particular attention is focused on management issues, ethics, communicating with the supervisory post, the challenge of providing services to U.S. citizens 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 U.S. 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 U.S. 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 72 and *PC418 Consular Fees: Training for the Consular Agent*, page 93.

Audience: Department of State direct-hire (FS, CS) Consular Agents and consular agency staff. Request for nominations will be announced via cable approximately two months' prior to each workshop. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSIC@state.gov.

Schedule: Five days; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 10/24

Fraud Prevention Workshop for Foreign Service Nationals

Course Code PC542

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 U.S. government 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.

Prerequisite: *PC102 Immigration Law and Visa Operations*, page 96; *PC103 Nationality Law/Consular Procedures*, page 96; and *PC104 Overseas Citizens Services*, page 97.

Audience: Department of State direct-hire (FSN) employees at the FSN-06 level or above, with prior experience in fraud detection. Other agency employees who meet the stated enrollment 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 (see page 2) and requested nomination statement as defined in cable.

Additional Information: Email FSIC@state.gov.

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 96.

Nationality Law/Consular Procedures

Course Code PC103
See Distance Learning, page 96.

Overseas Citizens Services

Course Code PC104
See Distance Learning, page 97.

Regional Workshop for Senior Consular Foreign Service Nationals

Course Code PC106

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: *PC102 Immigration Law and Visa Operations*, *PC103 Nationality Law/ Consular Procedures*, or *PC104 Overseas Citizens Services*, pages 96-97.

Audience: Department of State direct-hire (FSN) employees 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 stated enrollment 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 (see page 2) and requested nomination statement as defined in cable.

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 15/24

Workshop for American Citizen Services Foreign Service Nationals

Course Code PC122

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.

Prerequisite: *PC102 Immigration Law and Visa Operations*; *PC103 Nationality Law/ Consular Procedures*, and *PC104 Overseas Citizens Services*, pages 96-97.

Audience: Department of State direct-hire (FSN) employees 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 stated enrollment 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 (see page 2) and requested nomination statement as defined in cable.

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 10/24

Workshop for Immigrant Visa Foreign Service Nationals

Course Code PC123

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 96.

Audience: Department of State direct-hire (FSN) employees 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 stated enrollment 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 (see page 2) and requested nomination statement as defined in cable.

Additional Information: Email FSIC@state.gov.

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

Minimum/Maximum: 10/24

Workshop for Nonimmigrant Visa Foreign Service Nationals

Course Code PC121

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 96.

Audience: Department of State direct-hire (FSN) employees at the FSN-07 level or above who have at least two years experience in non-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 stated enrollment 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 (see page 2) and requested nomination statement as defined in cable.

Additional Information: Email FSIC@state.gov.

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 — blended, online, CD-ROM, etc.) and SkillSoft General Library[1] 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. SkillSoft General Library[1] 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, 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. 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 SkillSoft General Library[1] Distance Learning Program and the FSI Distance Learning Courses. The FSI Distance Learning Course collection is divided into 16 subsections:

- Area Studies, page 84.
- Computer and Communications Systems Technology Skills, page 85.
- Computer End-User Skills, page 88.
- Consular Training, page 92.
- Economic Training, page 98.
- Language Training, page 102.
- Leadership Management Training, page 109.
- Management Tradecraft, page 112.
- Office Management Training, page 144.
- Orientation, page 145.
- Overseas Living, page 146.
- Political Training, page 147.
- Public Diplomacy, page 149.
- Retirement, page 155.
- Safety, page 156.
- Security, page 157.
- Training Skills, page 159.

Within each subsection, courses are listed alphabetically. Please see the main table of contents, the Distance Learning Quick Guide, page 25, or the index for a complete course listing.

SkillSoft General Library[1] Distance Learning Program

Online

SkillSoft General Library[1] 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.

Additional Information: Email the Distance Learning Coordinator at FSIRegistrar@state.gov.

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.

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

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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 (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.

Computer and Communications Systems Technology Skills

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 stated enrollment requirements may apply 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 and Safety, 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 stated enrollment requirements may apply 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: Classroom: 2/8
Online: 1/15

Emergency and Evacuation Radio Skills, Basic

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 stated enrollment requirements may apply 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.

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 86.

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, 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: Classroom: 2/4
Online: 2/20

FASTNet Post Operation and Maintenance

Course Code YW302
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, and Post level Juniper TDM over IP devices (i.e., 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 and Safety, 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 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, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 21 days to complete this 40-hour course.

Minimum/Maximum: 2/20

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 and Safety, 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 1).

Schedule: Students have 90 days to complete this six-hour course.

Security+

Course Code YW261
Classroom/Online

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 and Safety, 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 Rachel Campbell at 703-302-3112 and/or CampbellRK@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.

Exam Requirement: Successful completion of this course requires passing the designated industry standard certification exam, currently the CompTIA Security+ exam. 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 direct-hire (FS) IMS and IMTS and DoS direct-hire (LE Staff)–who are serving as systems administrators. Other agency employees who meet the stated enrollment 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: 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.

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

Minimum/Maximum: 2/12

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 and Safety, 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 stated enrollment 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 2010: Excel – Mentored, Advanced

Course Code PS784
Mentored/Online

Learners completing these courses should have a solid foundation in advanced Microsoft Excel 2010 skills. The course is comprised of eight units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] modules must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *moaexla01 Customizing Visual Elements in Excel 2010*
- *moaexla02 Customizing Workbook Settings, Conditional Formatting, and Number Formats*
- *moaexla03 Organizing Data and Objects in Excel 2010*
- *moaexla04 Ensuring Excel 2010 Data and Formulas are Right*
- *moaexla05 Automating Excel Tasks using Macros*
- *moaexla06 Analyzing Data with What-if Analysis*
- *moaexla07 PivotTables and PivotCharts in Excel 2010*
- *moaexla08 PivotTable Filters, Calculations, and PowerPivot*

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

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

Prerequisite: *PS780 MS Office 2010: Excel – Mentored, Beginning*, page 88 or *PS774 MS Excel 2010 - Level I*, page 61. All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS780 MS Office 2010: Excel – Mentored, Beginning* and *PS784 MS Office 2010: Excel – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-882) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft Excel 2010 or employees pursuing the Excel 2010 MOS certification. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Four times per fiscal year. Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: Excel – Mentored, Beginning

Course Code PS780
Mentored/Online

Learners completing these courses should have a solid foundation in basic Microsoft Excel 2010 skills. The course is comprised of 11 units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] modules must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *mobexla01 Getting Started with Excel 2010*
- *mobexla02 Applying Basic Data Formatting in Excel 2010*
- *mobexla03 Moving and Getting Around in Excel 2010*
- *mobexla04 Moving Data and Modifying Worksheets in Excel 2010*
- *mobexla05 Saving, Sending, and Printing Excel 2010 Workbooks*
- *mobexla06 Using Conditional Formatting, Tables, and Sparklines in Excel 2010*
- *mobexla07 Reviewing and Protecting Content in Excel 2010*
- *mobexla08 Using Basic Formulas in Excel 2010*
- *mobexla09 Using Basic Functions with Excel 2010*
- *mobexla10 Inserting Basic Charts in Excel 2010*
- *mobexla11 Adding Visuals, Themes, and Styles to Excel Workbooks*

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

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

Prerequisite: All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS780 MS Office 2010: Excel – Mentored, Beginning* and *PS784 MS Office 2010: Excel – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-882) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft Excel 2010 or employees pursuing the Excel 2010 MOS certification. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

MS Office 2010: Outlook – Mentored, Advanced

Course Code PS785
Mentored/Online

Learners completing these courses should have a solid foundation in advanced Microsoft Outlook 2010 skills. The course is comprised of seven units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *moaouta01 Formatting Email and Configuring Message Options in Outlook 2010*
- *moaouta02 Customizing Outlook 2010 and Managing Accounts*
- *moaouta03 Managing Email with Rules, Automatic Replies, and Alerts in Outlook 2010*
- *moaouta04 Working with File Transfer and Folders, Searching, and RSS Feeds Outlook 2010*
- *moaouta05 Data Files, Archiving, and Send/Receive Groups in Outlook 2010*
- *moaouta06 Implementing Security with Outlook 2010*
- *moaouta07 Accessing Exchange Remotely and Using Forms in Outlook 2010*

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

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

Prerequisite: *PS781 MS Office 2010: Outlook – Mentored, Beginning*, page 89 or *PS788 MS Outlook 2010*, page 63. All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of *PS781 MS Office 2010: Outlook – Mentored, Beginning* and *PS785 MS Office 2010: Outlook - Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-884) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft Outlook 2010 or employees pursuing the Outlook 2010 MOS certification. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: Outlook – Mentored, Beginning

Course Code PS781
Mentored/Online

Learners completing these courses should have a solid foundation in basic Microsoft Outlook 2010 skills. The course is comprised of eight units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *mobouta01 Getting Started with Outlook 2010*
- *mobouta02 Managing Conversations and Organizing Email in Outlook 2010*
- *mobouta03 Managing Attachments, Graphics, Signatures, and Autoreplies in Outlook 2010*
- *mobouta04 Using the Calendar for Appointments, Events, and Meetings in Outlook 2010*
- *mobouta05 Managing Meetings and Customizing the Calendar in Outlook 2010*
- *mobouta06 Outlook 2010 Social Connector and Messaging*
- *mobouta07 Working with Contacts in Outlook 2010*
- *mobouta08 Using the Tasks, Notes, and Journal Features in Outlook 2010*

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

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

Prerequisite: All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS781 MS Office 2010: Outlook – Mentored, Beginning* and *PS785 MS Office 2010: Outlook – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-884) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft Outlook 2010 or employees pursuing the Outlook 2010 MOS certification. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: PowerPoint – Mentored, Advanced

Course Code PS786
Mentored/Online

Learners completing these courses should have a solid foundation in advanced Microsoft PowerPoint 2010 skills. The course is comprised of three modules. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] modules. SkillSoft

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

General Library[1] modules must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *moappta01 Using Advanced Slide Show Tools in PowerPoint 2010*
- *moappta02 Collaborating and Sharing Presentations in PowerPoint 2010*
- *moappta04 Using Multimedia and Animations in PowerPoint 2010*

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

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

Prerequisite: *PS782 MS Office 2010: PowerPoint – Mentored, Beginning*, page 90 or *PS777 MS PowerPoint 2010 - Level I*, page 64. All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS782 MS PowerPoint 2010: PowerPoint – Mentored, Beginning* and *PS786 MS PowerPoint – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-883) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft PowerPoint 2010 or employees pursuing the PowerPoint 2010 MOS certification. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: PowerPoint – Mentored, Beginning

Course Code PS782
Mentored/Online

Learners completing these courses should have a solid foundation in basic Microsoft PowerPoint 2010 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 email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *mobppta01 Getting Started with PowerPoint 2010*
- *mobppta03 Adding Images to Presentations in PowerPoint 2010*
- *mobppta02 Visually Enhancing PowerPoint 2010 Presentations*

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

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

Prerequisite: All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS782 MS Office 2010: PowerPoint – Mentored, Beginning* and *PS786 MS Office 2010: PowerPoint - Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-883) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft PowerPoint 2010 or employees pursuing the PowerPoint 2010 MOS certification. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: Word – Mentored, Advanced

Course Code PS787
Mentored/Online

Learners completing these courses should have a solid foundation in advanced Microsoft Word 2010 skills. The course is comprised of six units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *moawrda01 Using Themes, Backgrounds, Watermarks, and Quick Parts in Word 2010*
- *moawrda02 Adding Tables of Contents, Footnotes, Hyperlinks, and Bookmarks in Word 2010*
- *moawrda03 Forms, Fields, and Mail Merge in Word 2010*
- *moawrda04 Managing, Inspecting, and Recovering Word 2010 Documents*
- *moawrda05 Creating and Formatting Tables in Word 2010*
- *moawrda06 Manipulating Tables in Word 2010*

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

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

Prerequisite: *PS783 MS Office 2010: Word – Mentored, Beginning*, page 91. All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. This

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

course requires a thorough working knowledge of Word 2010 basics. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS783 MS Office 2010: Word – Mentored, Beginning* and *PS787 MS Office 2010: Word – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-887) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Microsoft Word 2010 or employees pursuing the Word 2010 MOS certification. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

MS Office 2010: Word – Mentored, Beginning

Course Code PS783
Mentored/Online

Learners completing these courses should have a solid foundation in basic Microsoft Word 2010 skills. The course is comprised of nine units. The instructor will monitor the student's progress and provide assistance as needed on a weekly basis via email or phone. The course is intended only for students that have access to the FSI SkillSoft General Library[1] Program. SkillSoft General Library[1] units must be completed within scheduled timeframe. An instructor will provide weekly guidance; however, training is not instructor-led.

Course Units:
- *mobwrda01 Getting Started with Word 2010*
- *mobwrda02 Formatting and Working with Text in Word 2010*
- *mobwrda03 Organizing and Arranging Text in Word 2010*
- *mobwrda04 Moving Around in Word 2010*
- *mobwrda05 Structuring Word 2010 Documents*
- *mobwrda06 Reviewing Documents in Word 2010*
- *mobwrda07 Saving, Sharing, and Printing in Word 2010*
- *mobwrda09 Drawing and Inserting Graphics in Word 2010*
- *mobwrda08 Customizing the Behavior and Appearance of Word 2010*

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

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

Prerequisite: All students must be proficient in using the features of the Windows operating system and must have an active SkillSoft General Library[1] account. If not enrolled in SkillSoft General Library[1], first visit http://fsi.state.gov to request logon (page 84).

Exam Requirement: Course completion is conditional on passing each SkillSoft General Library[1] course with a score of 80% or higher. Upon successful completion of the *PS783 MS Office 2010: Word – Mentored, Beginning* and *PS787 MS Office 2010: Word – Mentored, Advanced* SkillSoft General Library[1] courses (i.e., 80% or higher for each course), students are eligible for a voucher to take the Office Specialist certification exam (77-881) at no cost. Please email 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 them to 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.).

Audience: Only Department of State direct-hire (FS, CS, LE Staff) employees requiring an in-depth knowledge of Word or employees pursuing the Microsoft Word 2010 MOS certification. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Duration is six weeks of student-paced, on-demand, distance learning with instructor oversight.

Minimum/Maximum: 4/20

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 92.

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 emails 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*, page 145, *PK207 Files and Records Management*, page 145, 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*, page 92; 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 (FS, CS, LE Staff) employees who have a current Department of State OpenNet user account.

[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

This training is open to third-party contractors with a job-related need as stated above. To enroll, apply online or through HR/CDA; DoS contractors submit a funded SF-182 and Contractor's Memo (see page 2).

Schedule: Classroom, webinar or DVC: Two hours; between 9:00 a.m. and 4:00 p.m. Dates and times to be determined.

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 145.

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
Online

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
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Recommended Preparation: *PS530 SMART Messaging: A Course for Users*, page 92.

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 (see page 1).

Schedule: Students have 90 days to complete this approximately two-hour course.

Consular Training

Accounting for Consular Fees: Training for the ACO

Course Code PC417
Online

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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this three-hour course.

Collecting Consular Fees: Training for the Consular Cashier

Course Code PC419
Online

This course provides detailed information to Foreign Service employees designated as sub cashiers 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.
- 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.
- 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) 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this three-hour course.

Combating Trafficking in Persons

Course Code PC406
Online

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 (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this two-hour course.

Consular Fees: Training for the Consular Agent

Course Code PC418
Online

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.
- 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 (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete the three-hour course.

Consular Management Basics

Course Code PC533
Online

This course is intended for Foreign Service Officers assigned as a first time Consular Manager. It is especially useful for those officers who 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: Department of State direct-hire (FS) employees assigned as a first time Consular Manager or an Foreign Service Officer assigned to a small post in a rotational position with responsibility for consular service. To enroll, apply online or contact HR/CDA (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 120 days to complete the three-hour course.

Consular Management Controls

Course Code PC400
Online

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.
- Explain the responsibility of the ACO and others involved with consular management controls.
- Identify the principal references and resources relating to consular management controls.
- Describe general concepts of management controls such as controlled access and procedural integrity and their application to consular operations.
- 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 (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students will have 90 days to complete this three-hour course.

Consular Task Force Basics

Course Code PC120
Online

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 (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students will have 90 days to complete this 1½-hour course.

Detecting Fraudulent Documents

Course Code PC544
Online

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 72, 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 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this 1½-hour course.

Detecting Impostors

Course Code PC128
Online

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 72, 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; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this 1½-hour course.

Examining U.S. Passports

Course Code PC545
Online

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 72, 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 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this two-hour course.

Immigrant Visa Petitions: Revocation Guidance

Course Code PC402
Online

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.
- 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: DoS direct-hire Consular Agents and Officers assigned to do consular work. Other agency employees who meet the stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this three-hour course.

Immigration Law and Visa Operations

Course Code PC102
Online

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.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Technical Credibility

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 stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 120 days to complete this 10-hour course.

Nationality Law/Consular Procedures

Course Code PC103
Online

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.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Technical Credibility

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 stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 120 days to complete this 10-hour course.

Nonimmigrant Visa Petitions: Revocation Guidance

Course Code PC401
Online

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.
- Structure a valid request for revocation of an NIV petition.
- 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 FS may contact HR/CDA (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this 1½-hour course.

Overseas Citizens Services

Course Code PC104
Online

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 stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 120 days to complete this 10-hour course.

Passport Data Security Awareness

Course Code PC441
Online

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 stated enrollment 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).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

Processing Security Advisory Opinions

Course Code PC440
Online

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 and Safety, 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 or an update on SAO processing. To enroll, apply online or FS may contact HR/CDA (see page 1).

Additional Information: Email FSIC@state.gov.

Schedule: Students have 90 days to complete this 2½-hour course.

Economic Training

Trade and Commercial Training

Commercial Tradecraft, Introduction to

Course Code PE424
Online

This course is designed to give U.S. government officials with responsibilities for commercial tradecraft (i.e., counseling potential U.S. exporters, assisting U.S. businesses overseas, promoting U.S. inward investment) the basic knowledge and tools to carry out this important mission. Modules cover the U.S. government's trade promotion infrastructure and agencies, models for counseling U.S. businesses looking to work overseas, facts and figures on the Department of Commerce's off-the-shelf products for assisting U.S. businesses, basics of U.S. trade policy, current initiatives and priorities, essential elements of U.S. laws and regulations governing the conduct of U.S. businesses abroad, procedures for engaging in formal Trade Advocacy and principles for engaging partners in U.S. export promotion.

Course Objectives:
- Respond to information needs of U.S. businesses seeking to initiate or increase their exports of goods and services, and articulate effectively the facts, trends and opportunities relevant to the host country's market.
- Advertise, utilize and/or execute U.S. government's business promotion programs and services.
- Articulate U.S. trade and export promotion policies, priorities and initiatives.
- Know U.S. laws governing behavior of U.S. firms and citizens conducting business overseas.
- Understand U.S. government employee guidelines for supporting U.S. companies overseas and interacting with foreign officials.
- Be familiar with strategies for engaging partners in the private sector and elsewhere to promote U.S. exports and inward investment.

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) employees who are involved in U.S. export promotion, promotion of inward investment, and provision of assistance to U.S. businesses overseas. Other agency employees who meet the stated enrollment 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: 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 WTO 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 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.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment 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 stated enrollment 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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment 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 WTO 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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment 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).
- 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.
- Discuss issues related to undisclosed information.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment

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 WTO 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:
- 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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment 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 WTO 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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

Recommended Preparation: *PE338 Intellectual Property Rights: Core Course*, page 98, 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 stated enrollment 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.

International Trade, Basics of

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 168.

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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

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 stated enrollment 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.

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 168, 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:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Persuasion and Negotiation

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 stated enrollment 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.

Global and Multilateral Issues

Human Trafficking Awareness Training

Course Code PP460
DoS Intranet (OpenNet)

This course is designed to raise awareness of human trafficking for State Department personnel. The course outlines the federal government's zero tolerance policy on human trafficking, defines trafficking, and provides information on the State Department's Standards of Conduct related to human trafficking. The course is a cooperative product that uses slides from a training created collaboratively by the Departments of State and Homeland Security, and further modified to incorporate Department of State-specific content. The material presented is consistent with the other newly-developed or revised training on these issues targeted specifically to DS personnel and management officers.

Course Objectives:
- Define human trafficking and differentiate between human trafficking and human smuggling.
- Recognize populations vulnerable to human trafficking.
- Recognize indicators of human trafficking.
- Identify their professional responsibilities regarding trafficking in persons, as per the Department of State's Standards of Conduct.
- Know where to report TIP violations.

OPM Competencies Addressed:
✓ External Awareness
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Technical Skills

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov.

Audience: Department of State direct-hire (FS, CS, FSN) employees who want to strengthen their understanding of this issue.

Schedule: The course takes approximately 15-minutes to complete.

Trafficking in Persons Awareness for Diplomatic Security Personnel

Course Code EX275
Online

Trafficking in Persons Awareness for Diplomatic Security Personnel introduces DS personnel to the key concepts about human trafficking. The course covers common trafficking schemes and misconceptions that can hinder investigations. The course also discusses red flags and best practices for identification of trafficking, including tips on interviewing possible victims. The course then discusses what actions to take when human trafficking is suspected.

Course Objectives:
- Describe key elements of human trafficking and how human trafficking is different than typical visa fraud and smuggling schemes.
- Differentiate between the types of schemes Diplomatic Security agents would encounter domestically and overseas.
- Recognize red flags and best practices for identification among typical situations in which DS agents are in the position to identify human trafficking.
- Summarize the best practices for interviewing trafficking victims.
- Explain what actions to take when potential human trafficking is suspected.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Critical thinking
✓ Information Gathering and Analysis
✓ Job Information
✓ Professional Expertise
✓ Relationship Building and Representational Skills

Audience: Department of State Diplomatic Security Special Agents and other direct-hire DS personnel, who have little or no human trafficking training. Other agency employees and DoS contractor staff who meet the stated enrollment 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 and DoS contractors include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this 1½-hour course.

Language Training

System Requirements: Courses require Internet access. Courses run on Windows XP, Windows Vista, and Windows 7 operating systems, with Internet Explorer 8, 9 or 10. Participants will need a computer with speakers or headphones. Many courses contain speech recording or voice recognition activities that require a microphone. Adobe Flash and Adobe Acrobat are also recommended but not required. Some courses are also available in a version designed to run on OS X and in the Firefox browser. Contact OnlineLanguage@state.gov for more information.

Comprehensive Online

Course Code L_405
Mentored/Online

This course focuses on reading in the target language, offering group language practice in reading for groups of 3-5 students who are at the 2 level or higher reading proficiency. Students participate in asynchronous activities on a weekly theme, culminating in a synchronous group class facilitated by a course mentor, who is a native speaker of the language.

Course offerings include:
LGM405 German Comprehensive Online

Course Objectives:
- Practice reading in the target language on current topics of interest to those serving abroad.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skill (Generalists; Specialists as applicable)
✓ Oral Communication
✓ Written Communication

Prerequisite: Level 2 or higher reading proficiency in the language.

Audience: Department of State direct-hire (FS, CS) employees assigned to an overseas post. Accompanying DoS Eligible Family Members and Members of Household who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis and accompanying EFMs and MoHs who are 18 years or older are admitted on a reimbursable, space-available basis. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend two to three hours a week over six weeks in study and be able to participate in weekly sessions with their mentor.

Minimum/Maximum: 3/15

Express I

Course Code L_420 (Part 1)
Course Code L_421 (Part 2)
Mentored/Online

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 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 Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/75

Express II

Course Code L_422 (Part 1)
Course Code L_423 (Part 2)
Course Code L_424 (Part 3)
Mentored/Online

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 appoint-

ments 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 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 Skill, (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Prerequisite:
– 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/25

Express III

Course Code L_425
Mentored/Online

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. An FSI language and culture instructor mentors the students privately or as a group.

Course offerings include:
LAD425 Arabic Express III

Course Objectives:
- Recognize geographical terms.
- Recognize the structure of Arabic sentences.
- Navigate an Arabic blog site.
- Communicate about sports in Arabic.
- Use vocabulary related to women's rights, human rights and abuses against women.
- Be able to discuss issues relating to job and employment.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 5/50

Intermediate Language

Course Code L_425 (Part 1)
Course Code L_426 (Part 2)
Mentored/Online

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 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 Skill, (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Prerequisite: Level-1 language proficiency 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/50

Introductory Language

Course Code L_410 (Intro I Part 1)
Course Code L_411 (Intro I Part 2)
Course Code L_412 (Intro II Part 1)
Course Code L_413 (Intro II Part 2)
Mentored/Online

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 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 Skill, (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Prerequisite: *L_410* is a prerequisite for *L_411*. *L_410* and *L_411* are prerequisites for *L_412*. *L_410*, *L_411*, and *L_412* 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/13

Language Conversion

Course Code L_460 (Part 1)
Course Code L_461 (Part 2)
Mentored/Online

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 or as a group.

Course offerings include:
LPL460 Russian to Polish Conversion Part 1
LPL461 Russian to Polish 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 Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are

admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/40

Language for Consular Tradecraft

Course Code L_440
Mentored/Online

The *Language for Consular Tradecraft* course assists consular officers at speaking level-1 proficiency in Category IV 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 or as a group.

Course offerings include:
LCM440 Chinese for Consular Tradecraft
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 Skill, (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Prerequisite: Level-1 speaking proficiency for Category IV 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 able to participate in weekly phone sessions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/20

Language for Diplomatic Security Agents

Course Code L_441
Mentored/Online

The *Language for Diplomatic Security Agents* course assists security officers at level-2 speaking proficiency in Spanish language to acquire speaking, listening comprehension and reading skills specific to security work. This course includes mentoring services both online and via telephone. Mentoring takes place privately or with a group.

Course offerings include:
LQB441 Spanish for Diplomatic Security Agents

Course Objectives:
- Support security personnel assigned to missions in the Spanish-speaking world.
- Provide job-specific modules to enhance speaking, listening comprehension and reading skills specific to security work.

OPM Competencies Addressed:
✓ Continual Learning
✓ Oral Communication

FS Precepts Addressed:
✓ Active Learning
✓ Foreign Language Skills, (Generalists; Specialists as applicable)

Prerequisite: Level-1 speaking proficiency for Category IV 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: Department of State direct-hire (FS) Diplomatic Security Agents. To enroll, apply online or contact HR/CDA (see 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.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/50

Listening Comprehension

Course Code L_430
Mentored/Online

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 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 Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/50

Online Speaking

Course Code L_455
Mentored/Online

This course focuses on speaking in the target language, offering group language practice in speaking for groups of 3-5 students who are at the 2 level or higher speaking proficiency. Students participate in asynchronous activities on a weekly theme, culminating in a synchronous group class facilitated by a course mentor, who is a native speaker of the language.

Course offerings include:
LFR455 French Online Speaking

Course Objectives:
- Practice speaking in the target language on current topics of interest to those serving abroad.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skill (Generalists; Specialists as applicable)
✓ Oral Communication

Prerequisite: Level 2 or higher speaking proficiency in the language.

Audience: Department of State direct-hire (FS, CS) employees assigned to an overseas post. Accompanying DoS Eligible Family Members and Members of Household who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis and accompanying EFMs and MoHs who are 18 years or older are admitted on a reimbursable, space-available basis. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Learners pursue an individualized mode of instruction at their own pace; however, participants are expected to spend two to three hours a week over six weeks in study and be able to participate in weekly sessions with their mentor.

Minimum/Maximum: 3/6

Out and About in [City]

Course Code L_510
Online

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 Skill, (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Audience: Department of State 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).

Schedule: Students have 90 days to complete any one of these eight-hour course.

Additional Information: Email OnlineLanguage@state.gov.

People to People

Course Code L_445 (Volume I)
Course Code L_446 (Volume II)
Mentored/Online

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 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 Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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 weekly phone sessions or online forum discussions with their mentor.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 1/25

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 direct-hire Foreign Service Officers serving as Post Language Officers, LE Staff working in support of post language programs, direct-hire (FS, CS, LE Staff) employees who would benefit from learning about post language programs. Other agency employees who meet the stated enrollment 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: 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 stated enrollment 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

These courses are designed to help employees with a level-3 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 Skill, (Generalists; Specialists as applicable)
✓ 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: Department of State direct-hire employees involved in the conduct of foreign affairs with a job, career or mission-related need for language training. Accompanying EFMs and MoH who are 18 years or older are admitted on a space-available basis. Other agency employees who meet the stated enrollment requirements may enroll on a reimbursable basis; their EFMs/MoH on a reimbursable, 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: 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.

Additional Information: Email OnlineLanguage@state.gov.

Minimum/Maximum: 3/50

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 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.

- Mango Languages: Mango Languages offers beginning level lessons based on a communicative language learning approach. Each lesson has grammar and cultural notes as well as phonetic spellings.

FSI 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:
✓ Foreign Language Skill, (Generalists; Specialists as applicable)
✓ Oral Communication

Completion: No completion credit will be awarded for materials accessed through the online Language Resource Library.

Audience: Department of State direct-hire (FS, CS) employees who are on a fixed-schedule appointment that is over one year in duration, and their Foreign Service Eligible Family Members (children are not eligible) or Members of Household, who are 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 (see page 1).

Schedule: Students will have access to the materials for one year from enrollment.

Mango for Department of State LE Staff

Course Code SR043
Online

Mango Languages resources offer beginning and intermediate level language lessons based on a communicative language learning approach. Each lesson has grammar and cultural notes as well as phonetic spellings. There is also a flash based speech comparison component so learners can compare their pronunciation to a native speaker.

The Mango Languages resources are training aids, and are not considered as substitutes for formal, mentored training – but rather as resource and learning materials to supplement formal curricula. They can provide an excellent way to build basic language skills and review key vocabulary. Since the Mango materials are all self-guided, they are not officially recorded on personnel records or official transcripts.

Course Objectives:
- To be able to understand basic spoken phrases, questions, commands, and conversations in English.
- To be able to ask and answer basic questions in the target language.
- To be able to use phrases/sentences in the target language.
- To be able to conduct a basic conversation in the target language.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Active Listening
✓ Foreign Language Skill (Generalists; Specialists as applicable)
✓ Oral Communication

Completion: No completion credit will be awarded for materials accessed through the online Language Resource Library.

Online Access: Mango Languages is available as an online resource or mobile app. In order to create a Mango account, users must sign-up for *SR043 Mango Languages* on the FSI Learn Center. There are instructions and a link in *SR043* where users can click and then create their Mango Languages account. Users should use their Department of State email account to sign up.

Once users have created a Mango account via the link on SR043 and then activated it, they can access Mango Languages anywhere they have Internet access. They will use this link: https://libraries.mangolanguages.com/departmentstate/start

Mango App Access: Users must create their accounts through the *SR043 Mango Languages*, first. Once users have created and activated their Mango accounts, they can go to the Apple or Android App Store and download

the Mango- Library Edition app. The app is free, but users will be asked to enter

Audience: Department of State direct-hire LE Staff (FSN) employees. Foreign Service Eligible Family Members (children are not eligible) or Members of Household enroll to SR041 FSI Resource Library, page 108. To enroll, apply online.

Schedule: Students will have access to the materials for one year from date of enrollment.

Rosetta Stone Online Language Library

Course Code SR042
Online

The *Rosetta Stone Language Library* is available to Department of State direct-hire Foreign Service or Civil Service employees who are on a fixed-schedule appointment that is over one year in duration, and their Foreign Service Eligible Family Members (children are not eligible) or Members of Household, who are interested in supplementing current foreign language skills or gaining exposure to different language opportunities are 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 post-specific tabletop exercise designed for a mission's Emergency Action Committee to assess their planning and knowledge of State Department doctrine (12 FAH-1) and the post-specific Emergency Action Plan. The EAC is presented with several simulated crises that could occur in country, such as civil unrest, natural disasters, mass casualty events or a deteriorating security situation. These scenarios provide an opportunity for the team to validate their preparedness for emergency response elements such as: personnel accountability; knowledge of trip wires and section responsibilities; availability of emergency supplies; familiarity with emergency communications; functionality of the alternate command center; awareness of local resources. This course is offered at post every 24 – 30 months (annually at one year tour of duty posts).

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: Department of State primary and alternate members of the post's EAC, other key American staff, selected senior LE Staff. Other agency employees who meet the stated enrollment requirements. 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 or FS may contact HR/CDA (see page 1).

Schedule:
DVC: Three-hour sessions. Dates/times to be announced.
Classroom: Four-hour sessions. Dates/times to be announced.

Crisis Management Overview, Overseas

Course Code PD534
Classroom/DVC

This course provides Crisis Management training to personnel stationed overseas and explains how the Department of State and U.S. Missions manage crisis response and how students can effectively plan for and respond during and after crises. The material includes crisis management definitions and terminology, familiarization with the Emergency Planning Handbook, post's Emergency Action Plan and an understanding of the role and function of the Emergency Action Committee. Students learn the importance of personal and professional preparedness to successfully manage emergencies.

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: Department of State direct-hire (FS, CS) employees and LE Staff working at a post overseas. Other agency employees who meet the stated enrollment requirements. 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 or FS may contact HR/CDA (see page 1).

Schedule:
DVC: Ninety minute sessions. Dates/times to be announced.
Classroom: Two-hour sessions. Dates/times to be announced.

Crisis Management Special Events Exercise

Course Code PD556
Classroom/DVC/Webinar

This course offers students who have taken *PD555 Crisis Management Special Events Overview* the opportunity to apply skills learned in that course to participate in an interagency and interoffice exercise. The exercises can range, based on need and the skill level of the audience, from a four-hour tabletop exercise to a hands-on functional exercise. The target audience is State Department personnel, other U.S. government agencies and host national and other representatives

involved in special events planning, preparation and response.

OPM Competencies Addressed:
✓ Conflict Management
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Crisis Management Skills
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other USG agency staff, and, where appropriate, international school officials, U.S. citizen business personnel, counterparts from other foreign missions and local officials who are critical in assisting Post during a crisis. To enroll, apply online or FS may contact HR/CDA (see page 1).

Additional Information: The point of contact for further information is FSI/LMS/CMT Amy Allen at 703-302-7356 or email at AllenAM@state.gov.

Schedule: Classroom/DVC/Webinar: Four-hour sessions. Dates/times to be announced.

Crisis Management Special Events Overview

Course Code PD555
Classroom/DVC/Webinar

This course offers students who have taken Crisis Management Special Events Overview the opportunity to apply skills learned in that course to participate in an interagency and interoffice exercise. The exercises can range, based on need and the skill level of the audience, from a four-hour tabletop exercise to a hands-on functional exercise. The target audience is State Department personnel, other U.S. government agencies, host nationals and other representatives involved in special events planning, preparation and response.

OPM Competencies Addressed:
✓ Conflict Management
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Crisis Management Skills
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees and, where appropriate, international school officials, U.S. citizen business personnel, counterparts from other foreign missions and local officials who are critical in assisting Post during a crisis. To enroll, apply online or FS may contact HR/CDA (see page 1).

Additional Information: The point of contact for further information is FSI/LMS/CMT Amy Allen at 703-302-7356 or email at AllenAM@state.gov.

Schedule: Classroom/DVC/Webinar: Two-hour sessions. Dates/times to be announced.

Domestic Facility Emergency Management

Course Code PD549
Online

This training is designed to provide Department domestic facility personnel with an overview of domestic facility emergency management and an understanding of actions to prepare and execute should a facility be threatened or affected by an emergency.

Course Objectives:
- Describe key players in Domestic Facility Emergency Management.
- Identify and describe the four phases of the Domestic Emergency Management System.
- Identify methods for effective Domestic Facility Emergency Management.
- Identify the planning and coordination steps and resources needed for emergency preparedness.
- Describe necessary actions for effective emergency response.
- Describe emergency recovery and after action activities.
- Identify opportunities for the mitigation and prevention of future emergencies.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ Developing Others
✓ External Awareness
✓ Partnering
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Crisis Management Skills
✓ Professional Development, including Active Learning
✓ Relationship Building and Representational Skills

Audience: Department of State primary audience is (FS, CS) personnel who are responsible for domestic emergency management at the facility level. Direct-hire personnel (FS, CS) who are located in a Department of State domestic facility may also take the course. Other agency employees who meet the stated enrollment 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.

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: Emergency Action Committee members, alternates and others at post who play a vital role in responding to a crisis. Other agency non-EAC members 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.

Foreign Service National Leadership

Course Code RP401
Classroom/DL-Blend

This course is designed so participants can examine and adopt a variety of behaviors and effective communication techniques that empower them to build and maintain productive working relationships in their workplace, to deepen participants' awareness of themselves and others and strengthen their abilities to manage working relationships positively. Participants will gain insights in the application of interpersonal skills to achieve mission goals.

Course Objectives:
- Identify and apply ways to influence your working relationships with your American supervisors, your peers and your staff by leading up, leading across and leading down.
- Implement behaviors that show you want to collaborate with your colleagues to achieve the mission's goals and be a trusted partner in the work of the mission.
- Display an awareness and control of interpersonal skills through emotionally intelligent behaviors.
- Recognize and demonstrate attitudes, beliefs and values that contribute positively to the working relationship with your American supervisors and colleagues.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Customer Service
✓ Oral Communication
✓ Team Building

Recommended Preparation: *RP248 FSN Supervisory Skills*, page 244.

Audience: Department of State direct-hire Foreign Service National employees at the FSN-07 or higher level who have demonstrated emerging leadership skills, self-discipline, discernment, initiative and solid English speaking and writing skills. Other agency employees who meet the stated requirements may enroll on a reimbursable basis.

To Enroll:
- 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 Request for Training to the FSI Office of the Registrar, fax 703-302-7152 and requested nomination statement as defined in cable.

Note: Supervisory approval must be through the American supervisor.

Schedule:
Classroom: Five days; 9:00 a.m. to 4:00 p.m.
Online: Eight weeks; Five hours per week

Minimum/Maximum:
Classroom: 10/24
Online: 10/22

Managing Up: Linking Support and Supervision

Course Code PK305
Classroom/DVC

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 the gaps between the ideal and realities of the working relationship with your supervisor.
- Identify differences in work style, preferences, and generational values that shape behavior in the workplace.
- Know how to adapt to your supervisor's style and preferences.
- Use strategies to improve communication with your supervisor.
- Plan for a more effective working relationship with your supervisor.

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

Minimum/Maximum: 10/20

No FEAR Act Training

Course Code PT401
Online

Students will learn about the 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: Department of State U.S. citizen direct-hire (FS, CS, LE Staff) employees are required to complete this online training course every two years. 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 stated enrollment 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 1½ hour course.

Operations Center Task Force

Course Code PD440
Online

This course provides training to Department of State and other U.S. government personnel who may serve on or interact with a task force during a crisis. Students will learn about the responsibilities and mechanics of task forces and monitoring groups; how they interact with the Operations Center's Watch and Office of Crisis Management Support and other offices within the State Department and the interagency; and about SharePoint-based task force portals and other tools used to manage the task force's work. This course should be taken in conjunction with the Operations' Center's hands-on practice module.

Course Objectives:
- To prepare State Department and other USG personnel to work on or interact with crisis task forces, thus minimizing learning time once a task force has been established.
- Define a task force and its roles and responsibilities in a crisis.
- Identify the interactions linking the task force with the Operations Center's Watch and Crisis management Support office and other relevant offices within the State Department and other USG agencies.
- Explain the roles and responsibilities of the various positions on a task force.
- Familiarize students with task force specific SharePoint portals, situation reports, and conference call requirements.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ External Awareness
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Strategic Thinking
✓ Team Building
✓ Technology Management
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Community Service and Institution Building
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Job Information
✓ Leadership and Management Training
✓ Operational Effectiveness
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Exam Requirement: There will be a short test at the end of the course on the central themes and more important information.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who might serve on, or interact with, an interagency task force. Other agency employees who meet the stated enrollment 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: Students have 90 days to complete this one-hour course.

Management Tradecraft

Acquisition, Contracting and Procurement Training

Fundamentals of Contractor Held Property

Course Code PA478
Online

This course provides comprehensive training in the responsibilities and duties of a Contracting Officer, a Contracting Officer's Representative, Property Administrators, and Plant Clearance Officers responsible for oversight of government owned property held by contractors.

Note: Students who successfully complete this course and pass all five of the exams will be eligible to receive 40 continuous learning points toward their FAC-COR recertification. Please contact FAC-COR@state.gov for more information.

Course Objectives:
- Identify federal acquisition regulations and other relevant guidance that regulate contractor held property.
- Define the roles and responsibilities of the Contracting Officer, Contracting Officer's Representatives, Property Administrator and Plant Clearance Officer.
- Describe the acquisition, utilization, and disposition process.
- Identify applicable federal acquisition regulations and other relevant guidance that govern the acquisition, utilization, and disposition process.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Integrity/Honesty

✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ 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) Contracting Officers, Contracting Officer's Representatives, Property Administrators and Plant Clearance Officers and others who have responsibility for oversight of government owned property held by contractors. Other agency employees who meet the stated enrollment 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.

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, solicitation, evaluation, negotiation and contract administration. It is an excellent alternative for those students who cannot attend *PA178 Contracting Officer's Representative* classroom training, page 197.

Note: Either this course or *PA178 Contracting Officer's Representative*, page 197, 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 each of the members of the procurement team.
- Use the rules of ethical conduct during each phase of procurement process.
- Explain the COR role in increasing competition and conducting market research.
- Recommend the appropriate type of acquisition process and contract type for a specific acquisition.
- Design a contract administration plan to effective administer, monitor and closeout a contract.

OPM Competencies Addressed:
✓ Accountability
✓ 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

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 or overseas who are designated as a COR or who are otherwise assigned to oversee contractor performance. Other agency employees who meet the stated enrollment 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.

Mission Support Planning (DAU Contracting Course)

Course Code EX100
Online

This procurement course was originally designed for the Department of Defense's Defense Acquisitions University. 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.

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. Students will not receive credit from the Department of Defense, Defense Acquisition University. Student credit will appear on the individual's training record and Employee Profile.

Course Objectives:
- Identify areas of mutual interest within an acquisition environment given the customer's need.
- Use the FAR to locate required information.
- Identify all issues related to developing the applicable requirements documents for an acquisition.
- Determine application of appropriate socioeconomic considerations 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
✓ 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 (see page 1).

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 student's 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 221.

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 1).

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.
- 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
✓ Team Building

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, apply online or FS may contact HR/CDA (see page 1).

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 three years. For more information on renewal training options, visit A/OPE Web site at http://pcard.a.state.gov/default.asp.

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 stated enrollment 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.

Purchase Cardholders with single purchase limits above $3,000 must take this mandatory course every four years. This course can also be applied towards mandatory annual acquisition training required for Contracting Officers (40 hours for domestic Contracting Officers and 16 for overseas Contracting Officers).

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 221.

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: Professional level competency in both spoken and written 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 stated enrollment 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 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 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 prerequisite 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, CS, LE Staff) employees who will use the Web. PASS Procurement application. Other agency employees who meet the stated enrollment 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. *Web.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
✓ 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 stated enrollment 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. *Web.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
✓ 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 stated enrollment 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

OBO Security Classification Guide Training

Course Code PA489
Online

This course will provide training for Bureau of Overseas Buildings Operations employees involved in all aspects of planning and construction of new and existing overseas facilities. This includes all employees in the Washington, D.C. area as well as Project Managers, Site Security Managers and other OBO personnel on-site overseas. It will educate employees on the uniform procedures for categorization, protection, handling and destruction of sensitive and classified information relating to the architecture, engineering, interiors, construction, and rehabilitation of Department of State overseas facilities and other facilities that fall under Chief of Mission authority in order to: prevent the unauthorized disclosure of sensitive and classified information; keep as much information unclassified as practical; and avert the over-and-under-classification of material.

Course Objectives:
- Describe the purpose of the Security Classification Guide.
- Apply the Security Classification Guide guidelines to projects.
- Identify appropriate methods for Department of State personnel, design and construction contractors to share unclassified and Sensitive But Unclassified information with un-cleared local and third country national contractors.

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

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

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, OBO, DS/PSP, Regional Bureaus, Post Management Officers, Facility Management, Engineers, Repair Technicians who are cleared to work on OBO projects. Other agency employees who meet the stated requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this three-hour course.

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 Personal Protective Equipment 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. Other agency employees who meet the stated enrollment 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 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. Other agency employees and all third-party contractors who meet the stated enrollment 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 and contractors include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this five-hour course.

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, but will be open to other DoS direct-hire employees who have an interest in safety. Other agency employees who meet the stated enrollment 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 stated enrollment 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 stated enrollment 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 apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 and contractors include a Contractor's Memo (see page 2).

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.

Note: For students taking this course, it is presumed that 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: A working-level competency in English at the 3/3 level.

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 stated enrollment requirements may apply 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*, pages 151 and 272, and *PY222 Monitoring Grants and Cooperative Agreements*, pages 151 and 274.

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, including Active Learning
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) Financial Management Officers, Management Officers, domestic budget analysts and senior DoS direct-hire LE Staff who deal with federal assistance or have financial management responsibilities. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this 1½ hour course.

How to be a Certifying Officer

Course Code PA291
Online

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 stated enrollment 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.

ICASS Basics for Overseas Posts

Course Code GFS33
Online

ICASS Basics for Overseas Posts teaches the basic principles and concepts of the International Cooperative Administrative Support Services System, and provides a comprehensive overview of the system for anyone involved in ICASS operations at overseas Posts. Students will learn the purpose of ICASS, the main features of the system, the key elements for successful implementation overseas, and the respective roles of the U.S. Government Service Provider and the agencies receiving ICASS services. This course is a prerequisite for GFS Training's *GFS32 Web. ICASS* course, page 220.

Course Objectives:
- Describe the ICASS system, its basic principles and key concepts, and its development and continued growth.
- Identify the main elements of the ICASS system, both at overseas Posts and in Washington.
- Explain the funding process for ICASS.
- Describe the functions of the various ICASS players at overseas Posts.
- Identify the basic meetings required through-out the year.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial 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:
- ICASS Service Providers and Agency ICASS Representatives on ICASS Councils and Budget Committees at overseas posts, and other ICASS employees and other agency employees involved in the ICASS system.
- Non-ICASS Customer Agency employees involved in the ICASS system who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, ICASS customer agency employees: If you and your supervisor are both on the State Department OpenNet system, click "Apply Now." If you are not both on OpenNet, submit an SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152. Non-ICASS 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.

Schedule: Students have 90 days to complete this two-hour course.

ICASS Cost Distribution Fundamentals and Invoices

Course Code GFS34
Online

The ICASS Cost Distribution Fundamentals and Invoices course teaches the basic methodology used in the International Cooperative Administrative Support Services system to distribute the costs of operating the ICASS

system to the agencies receiving services. Students will learn about the ICASS Standard and ICASS LITE versions of the system, and the processes of allocating budgeted costs to Cost Centers, distributing costs in each Cost Center to the appropriate agencies, and adjusting the distribution to obtain a more equitable distribution of costs for specific circumstances. Finally, students will examine the types of invoices produced by the system and some of the management reports that agencies can use to review and analyze their respective invoices.This course is a prerequisite for GFS Training's *GFS32 Web.ICASS* course, page 220.

Course Objectives:
- Identify the types of costs included in the ICASS budget and the sources of funds for payment.
- Describe Cost Centers, Sub-Cost Centers, and Cost Pools, and explain how they function in ICASS.
- Explain the differences between the ICASS Standard and ICASS Lite software methodologies.
- Define Distribution Factors and Workload Counts and identify the Distribution Factors for each Cost Center.
- Explain how time allocations of USG Service Provider employees are calculated and why.
- Describe the different methods to adjust the cost distribution to increase equity.
- Explain how an agency's ICASS Invoice is calculated/developed at each Post.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards

Recommended Preparation: *GFS33 ICASS Basics for Overseas Posts*, page 119.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience:
- ICASS Service Providers, Agency ICASS Representatives on ICASS Councils, Budget Committees at overseas Posts, ICASS employees and other agency employees involved in the ICASS system, especially those who are involved in paying ICASS invoices.
- Non-ICASS Customer Agency employees who have a need to understand the ICASS system who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, Department of State direct-hire employees (FS, CS) click "Apply Now" to request enrollment or FS may contact HR/CDA. ICASS customer agency employees: If you and your supervisor are both on the State Department OpenNet system, click "Apply Now." If you are not both on OpenNet, submit an SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152. Non-ICASS 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 (see page 2).

Schedule: Students have 90 days to complete this six-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 118. 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 stated enrollment requirements may apply 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 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 (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.
- 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.

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 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 (see page 1).

Schedule: Students have 90 days to complete this two-hour course.

Reading and Understanding Fiscal Data

Course Code GFS10
Online

This online course is targeted 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 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 complete this course successfully, students must pass a final exam with a score of 80% or better.

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, DoS apply online or FS may contact HR/CDA. Other agency ICASS employees apply online. Non-ICASS other agency employees and all third-party contractors, submit a funded SF-182. DoS contractors include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Regional Financial Management System/ Momentum for Certifying Officers

Course Code GFS14
Online

This course is intended to familiarize certifying officers with their role and responsibilities within the Regional Financial Management System/Momentum software application. Participants will learn how to approve or disapprove Journal Vouchers, certify or cancel payment vouchers and generate reports. Training offered by the Bureau of the Comptroller and Global Financial Services.

Course Objectives:
- Navigate through RFMS/M.
- Approve or disapprove Journal Vouchers.
- Certify payment vouchers.
- Generate Reports.
- Cancel payment vouchers.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Public Service Motivation
✓ Technical Credibility
✓ Technology Management

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:
- ICASS employees who are certifying officers at U.S. Department of State posts.
- Non-ICASS Customer Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll: DoS apply online (FS may contact HR/CDA). Other agency ICASS employees: If you and your supervisor are both on the State Department OpenNet system, click "Apply Now;" For those who are not both on OpenNet, or if a non-ICASS agency employee or third party contractor: submit an SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152. DoS contractors, include a Contractor Officer Approval Memo. (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Time and Attendance for Overseas Staff, Basics of

Course Code GFS50
Online

This course for all timekeepers who use the WinT&A application to record time and attendance data at overseas posts, provides participants with the fundamental knowledge and basic skills required in the day-to-day

performance of the timekeeping function. It presents timekeepers with an overview of the time and attendance process and emphasizes the importance of the roles played by each stakeholder in following the rules and regulations governing timekeeping to ensure the accuracy of the time and attendance records before input into the payroll system. Additionally, it offers a variety of scenarios designed to familiarize timekeepers with reporting time and attendance data for new, active and terminated employees under different work schedules, and different pay and leave plans. Newly assigned timekeepers will gain a solid foundation on which to continue building their timekeeping skills. More experienced timekeepers will have the opportunity to review their current procedures against recommended best practices. This course will help all timekeepers, regardless of their previous experience, to enhance their timekeeping skills, standardize timekeeping procedures, and increase the accuracy of post's time and attendance reporting, thus reducing the need for time and attendance edits at the pay center and corrections at post.

Training offered by the Bureau of the Comptroller and Global Financial Services.

Course Objectives:
- Determine the roles and responsibilities of individuals involved in the time and attendance reporting process.
- Identify resources required to perform time and attendance duties accurately and within reporting deadlines.
- Describe and locate functions in the WinT&A application.
- Identify the process to create and report time and attendance data for new, active and terminated employees according to reporting rules and regulations.
- Identify the information generated by the payroll systems that is essential to performing the timekeeper's duties.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Human Capital Management
✓ Integrity/Honesty
✓ Public Service Motivation
✓ Technical Credibility
✓ Technology Management

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:
- ICASS employees who timekeepers at overseas posts using the WinT&A application.
- Non-ICASS Customer Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll: DoS apply online (FS may contact HR/CDA). Other agency ICASS employees: If you and your supervisor are both on the State Department OpenNet system, click "Apply Now." For those who are not both on OpenNet, or if a non-ICASS agency employee or third party contractor: submit an SF-182 Request for Training to the FSI Office of the Registrar, 703-302-7152. DoS contractors, include a Contractor Officer Approval Memo. (see page 2).

Schedule: Students have 90 days to complete this 10-hour course.

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 U.S. government regulations. This course is designed by CGFS.

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 and contractors include a Contractor's Memo (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 Web. PASS Procurement application. Other agency employees who meet the stated enrollment 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. *Web.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 Web. PASS Procurement application. Other agency employees who meet the stated enrollment 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. *Web.PASS Procurement: Vouchering Department* 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 Web. PASS Procurement application. Other agency employees who meet the stated enrollment 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
Online

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
✓ Team Building
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for budget duties. Other agency employees who meet the stated enrollment 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.

General Services Operations Training

GSO – Make Ready Process Refresher

Course Code PA740
DVC

This course provides refresher training on the make-ready process of the housing portfolio at post's overseas. The course will cover the use of FAM and Department guidance to determine what are appropriate make-ready costs, the roles and responsibilities of the landlords, employees assigned to housing, the inter-agency housing board and post management; and examine the relationship between the GSO and Facilities Management sections at post in coordinating and schedules make readies.

Course Objectives:
- Apply pertinent regulations to management of housing make-ready.
- Learn what are and are not appropriate make-ready charges.
- Discuss recommendations to specific individual Post make-ready issues.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Management of Resources
✓ Oral Communication
✓ Professional Expertise
✓ Relationship Building and Representational Skills
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building

Prerequisites: A working-level competency in English at the 3/3 level.

Audience: Department of State direct-hire employees (FS, CS) serving as General Service Officers and Facilities Maintenance Managers, and LE Staff who are responsible for some part of the housing make-ready process at post. Other agency employees who meet the stated enrollment 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: As requested by post. 2½ hour DVC sessions.

Minimum/Maximum: 6/16

GSO – Warehouse Management Refresher

Course Code PA741
DVC

This course provides refresher training on warehouse management and proper warehouse set-up. Discussion will include "best-practices" of warehousing that have been adopted around the world. Through the use of the FAM and Department guidance the discussion will cover the general purpose of an overseas warehouse and the recommended size constraints, properly identifying the different mandated storage areas within the warehouse, and safety, security and access control for items and personnel within the warehouse.

Course Objectives:
- Apply pertinent regulations to management of warehouse operations.
- Implement current Dept recommend guidance for warehouse stock levels.
- Discuss recommendations to specific individual post warehouse issues.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness

✓ Oral Communication
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Written Communication

Prerequisites: A working-level competency in English at the 3/3 level.

Audience: Department of State direct-hire (FS, CS) employees serving as General Service Officers and LE Staff who are responsible for some part of warehouse operations at post. Other agency employees who meet the stated enrollment 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: As requested by post. 2½ hour DVC sessions.

Minimum/Maximum: 6/16

Motor Pool Management Overseas

Course Code PA419
Online

This course is intended to provide employees overseas with the skills to successfully account for U.S. government assets, manage staff rotations, improve personnel and vehicle safety, and operate the motor pool in compliance with applicable regulations and statues.

Course Objectives:
- Explain the roles and responsibilities of motor pool personnel.
- Use appropriate vehicle type and characteristics in the assignment of a vehicle to a request.
- Describe the process for vehicle procurement to include purchasing, leasing and transferring of vehicles.
- Explain the procedures and policies for vehicle disposal.
- Explain vehicle maintenance, inspection, repair procedures and requirements.
- Prepare vehicle condition and ILMS inventory reports.
- Identify the role and responsibilities of the POSHO, OBO/OM/SHEM and Motor Vehicle Safety Management Program.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ 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) LE Staff motor pool supervisors, General Service Officers and other DoS direct-hire employees responsible for purchasing, operating, staffing, maintaining and disposing of vehicles at U.S. Embassies and Consulates. Other agency employees who meet the stated enrollment 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 2½-hour course.

Preservation of U.S. Heritage Assets

Course Code PA479
Online

This course provides an overview of the U.S. Department of State's heritage assets and the coordinated effort between OBO's Cultural Heritage program and post to preserve, protect and maintain the Department's heritage assets. The Department's expansive portfolio of heritage assets includes furniture, decorative and fine art, ethnographical and paper based collections along with fiber and archaeological materials. Through the integration of discussion, case studies and end of module quizzes, participants will learn of factors that damage heritage assets along with conditions and practices that will preserve and protect assets. Upon the successful completion of this course, students will help to ensure the Department can continue to be a model organization which respects the historical, diplomatic and cultural aspects of heritage assets.

Course Objectives:
- Describe why the care and conservation of heritage assets is so important to the Department of State.
- Identify the different types of heritage assets owned by the Department of State.
- Explain the three rules of thumb you should always follow when handling heritage assets.
- Explain the five damaging factors and how they can damage heritage assets.
- Describe how to prevent damage to heritage assets.

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

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

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 employees (FS, CS, LE Staff) responsible for the maintenance and conservation of artworks and artifacts. 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.

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: Department of State direct-hire (FS, CS) domestically-based 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 apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

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. It explains 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.

Course Objectives:
- 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, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this 1½-hour course.

Travel Policies and Procedures at Post

Course Code PA244
Online

This course provides 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. Students 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. Other agency employees who meet the stated enrollment 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: The course content is targeted to a Department of State audience.

Schedule: Students have 90 days to complete this eight-hour course.

VIP Visits: Basic Managing Hotels and Control Rooms

Course Code PA475
Webinar

Basic 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.

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 (FS, CS, LE Staff) employees overseas who are involved in high-level visits. Other agency employees who meet the stated enrollment 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: 1½ hours; times to be announced.

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: Department of State direct-hire (FS, CS, LE Staff) employees who are involved in high-level visits. Other agency employees who meet the stated enrollment 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: 1½ hours; times to be announced.

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: Department of State (FS, CS, LE Staff) employees overseas who are involved in high-level visits. Other agency employees who meet the stated enrollment 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 hour; times to be announced.

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 direct-hire (FS, LE Staff) employees who require a basic working knowledge of the Web.PASS Expendable Supplies application. Other agency employees who meet the stated enrollment 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 direct-hire (FS, LE Staff) employees who require a basic working knowledge of the Web.PASS Expendable Supplies application. Other agency employees who meet the stated enrollment 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 stated enrollment 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 direct-hire (FS, LE Staff) employees who require a basic working knowledge of the Vehicle Registration and Maintenance application. Other agency employees who meet the stated enrollment 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

Annual Ethics Training

Course Code PA454
Online

Federal employees must meet the highest standards of integrity, impartiality and overall ethical conduct in order to maintain the public's trust in the integrity and fairness of the U.S. government. An Executive Branch-wide regulation requires that the Department of State provide ethics training each calendar year for employees who are required to file annual financial disclosure reports. This online training course has been developed for this purpose and satisfies a filer's annual ethics training requirement.

Course Objectives:
- Identify a conflict of interest and describe how to remedy the conflict.
- Identify an appearance of impartiality standard violation.
- Identify when an employee has misused his or her official position.
- Identify the ethics rules that affect your outside activities.
- Identify when it is and when it is not appropriate to accept a gift from an outside source or co-worker.
- Explain ethical obligations that apply when an employee seeks employment outside the government.
- Describe the rules and reporting obligations for completing a financial disclosure report.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS) employees who are required to file financial disclosure reports and thus must undergo ethics training on a yearly basis. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this one-hour course.

Disability and Reasonable Accommodations

Course Code PA447
Online

This course provides an overview of the U.S. Department of State's Disability and Reasonable Accommodation Division and the services that DRAD offers to assist Department employees and applicants with disabilities. Employees will be presented with a broad overview of the processes and procedures for requesting DRAD's services as well as strategies for increasing the hiring and retention of persons with disabilities. Through the successful completion of this course, Department employees will help to ensure the Department can continue to be a model employer for persons with disabilities. DRAD was established in 2009 to serve as the Department's centralized resource for processing reasonable accommodation requests while also leading the Department's efforts to recruit, hire, and retain more persons with disabilities, including wounded warriors and disabled Veterans.

Course Objectives:
- Describe the federal government's responsibility to accommodate applicants and employees with disabilities.
- Describe the process, roles, and responsibilities in a reasonable accommodations request.
- Explain techniques used to interact with applicants and employees with disabilities.

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

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire (CS, FS and LE Staff) employees. Other agency employees who meet the 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.

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
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ 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 (see page 1).

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 or DS-5055 as:
  - An employee
  - Rating Official
  - Reviewing Official
  - HR Specialist
  - Member of the Review Board
- Recognize the universal navigation elements of the ePerformance application.

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
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ 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 (see page 1).

Schedule: Students have 90 days to complete this 1½-hour course.

Ethics – Financial Disclosure Initial Reviewer Training

Course Code PA456
Online

Federal employees must meet the highest standards of integrity, impartiality and overall ethical conduct in order to maintain the public's trust in the integrity and fairness of the U.S. government. This course ensures that all initial reviewers receive the same information and are able to identify potential conflicts and minor technical issues on the financial disclosure reports.

Course Objectives:
- State the purpose of financial disclosure.
- Summarize who is required to file the Public Financial Disclosure Report (OGE Form 278), Periodic Transaction Report form (OGE Form 278-T), and Confidential Financial Disclosure Report (OGE Form 450).
- Generally describe the technical review process for financial disclosure reports (OGE Form 278, OGE Form 278-T, and OGE Form 450).
- State the responsibilities of the Initial Reviewer.
- Summarize the conflict of interest regulations applicable to Department of State financial disclosure form filers.
- List the three questions an Initial Reviewer should consider to determine if a holding may create a potential conflict of interest.
- Explain how an Initial Reviewer should communicate the findings of a financial disclosure review to L/EFD.
- Identify key features of the Financial Disclosure Management System.

OPM Competencies Addressed:
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Professional Expertise

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 have been designated as initial reviewers of Public Financial Disclosure Reports (OGE Forms 278) and Confidential Financial Disclosure Reports (OGE Forms 450). To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this one-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 of State 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 131, and new Locally Employed Staff should take *PA453 Ethics Orientation for New Locally Employed Staff,* page 131.

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 (FS, CS) 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 (see page 1).

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 http://fsi.state.gov.

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 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
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Team Building
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees tasked with managing evacuations. Other agency employees who meet the stated enrollment 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.

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 or team-leaders. Other agency employees who meet the stated enrollment 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.

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:
✓ 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 (see page 1).

Schedule: Students have 90 days to complete this two-hour course.

Performance Management and Evaluation, Civil Service

Course Code PA495
Online

This course provides supervisors of Civil Service employees as well as Civil Service employees and HR Specialists with an overview of the various Civil Service human resource regulations and procedures as they pertain to completing Civil Service performance appraisals and managing performance throughout the rating period. The various modules emphasize the importance of clear communication between supervisors and employees, discuss distinctions between performance issues and those involving conduct, and provide resources for additional information.

Course Objectives:
- Gain a general understanding of the Performance Management process and the roles of supervisors and employees.
- Explain the importance of providing feedback.
- Navigate the Performance Management process and required documents.
- Apply the major policy guidelines in the Performance Management process.
- Manage performance.
- Identify situations where the supervisor should seek advice and assistance.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Developing Others
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Written Communication

Audience: Department of State direct-hire (CS, FS) supervisors of Civil Service employees, DoS Civil Service employees, DoS direct-hire HR specialists, Executive Directors, Deputy Directors and employees who need to understand the Civil Service performance management and evaluation process. Other agency employees who meet the stated enrollment 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 1½ hour course.

Performance Management and Evaluation, Foreign Service

Course Code PA497
Online

This course provides supervisors of Foreign Service employees as well as Foreign Service employees and HR Specialists with an overview of the various Foreign Service human resource regulations and procedures as they pertain to completing Foreign Service performance appraisals and managing performance throughout the rating period. The various modules emphasize the importance of clear communication between supervisors

and employees, discuss distinctions between performance issues and those involving conduct and provide resources for additional information.

Course Objectives:
- Demonstrate a general understanding of Foreign Service Performance Management and the roles of supervisors and employees.
- Explain the importance of providing feedback.
- Navigate the Performance Management process and required documents.
- Apply the major policy guidelines in the Performance Management.
- Manage individual employee performance.
- Identify situations where the supervisor should seek advice and assistance.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Developing Others
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Team Building
✓ Written Communication

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 supervisors (FS, CS) of Foreign Service employees, Foreign Service employees, HR Specialists, Executive Directors and Deputy Directors and anyone else who needs to understand Foreign Service performance management and evaluation. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this 1½ hour course.

Performance Management and Evaluation, Locally Employed Staff

Course Code PA496
Online

This course provides supervisors of LE Staff with an overview of the various LE Staff human resource regulations and procedures as they pertain to completing LE Staff performance appraisals and managing performance throughout the rating period. The various modules emphasize the importance of clear communication between supervisors and employees, discuss distinctions between performance issues and those involving conduct, and provide resources for additional information.

Course Objectives:
- Navigate the steps of the Performance Management process.
- Describe the roles of the parties involved in the Performance Management process.
- Identify required documents.
- Better motivate and empower employees.
- Better manage performance issues.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Developing Others
✓ Human Capital Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Team Building
✓ Written Communication

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 supervisors of LE Staff (FS, LE Staff) employees, LE Staff, HR Specialists and other direct-hire DoS employees who need to understand the LE Staff performance management and evaluation process. Other agency employees who meet the stated enrollment 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: Students have 90 days to complete this 1½ hour course.

Uniformed Services Employment and Reemployment Rights Act

Course Code EX500
Online

Developed by the US Department of Labor, this course is required for all Federal executive agency human resources personnel (i.e., any agency personnel "who are authorized to recommend, take, or approve any personnel actions" per 38 U.S.C. § 4335(d)), as ordered by the Uniformed Services Employment and Reemployment Rights Act of 1994 (U.S.C. § 4301-4335). It provides an explanation of the statute and how HR personnel can assist and advocate on behalf of their National Guard and Reservist clients who are seeking to regain employment.

Course Objectives:
- Recognize how the USERRA Act of 1994 protects veterans and Reserve component members from employment discrimination.
- Identify how the law provides and protects a service person's reemployment rights with a pre-service employer following qualifying military service.
- Provides information on supervisor and employee rights and responsibilities under USERRA, particularly in difficult employment and reemployment situations.

OPM Competencies Addressed:
✓ Customer Service
✓ External Awareness
✓ Human Capital Management
✓ Interpersonal Skills
✓ Public Service Motivation

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Professional Standards

Audience: Department of State direct-hire (FS, CS) human resource hiring managers. Other agency employees who meet the stated enrollment 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 the one-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 U.S. goverment 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. A working-level competency in both spoken and written English.

Audience: Department of State direct-hire (FS, LE Staff) employees 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 stated enrollment 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 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 of State'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 U.S. government 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. A working-level competency in both spoken and written English.

Audience: Department of State direct-hire (FS, LE Staff) employees 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 stated enrollment 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.

Logistics Management Training

ILMS Asset Management – Basic Property Recordkeeping Domestic

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 140.

Prerequisite: Basic computer skills (PC basics, basic Internet/intranet browser navigation), working knowledge of property management regulations (14 FAM), and 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 stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit an SF-182 and contractors include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this 16-hour course.

ILMS Asset Management – Basic Property Recordkeeping (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:
- 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.
- Modify asset information.
- Track maintenance events.
- Perform mass custodian status and updates.
- Add, modify and deactivate location codes.
- Generate the DS-584 transfer report.
- Perform single and mass transfers.
- Make cost adjustments or 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 or retrieve Asset Management 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), working knowledge of property management regulations (14 FAM) and working knowledge of property management.

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 stated enrollment 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).

Additional Information: Email A/LM at ILMSTraining@state.gov.

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 and 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 and retrieve Asset Management reports.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: *PA360 Introduction to Supply Chain Management,* page 140.

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 Officers, 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. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete the 16-hour 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. 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 and 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 and 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), working knowledge of property management regulations (14 FAM) and working knowledge of property management.

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 stated enrollment 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).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this 16-hour course.

ILMS Domestic Unclassified Diplomatic Pouch and Mail

Course Code PA390
Online

This course is designed to provide domestic users with the skills needed to perform the essential unclassified Diplomatic Pouch and Mail tasks in ILMS. This is an online course that all domestic ILMS users in unclassified DPM are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Create and modify registered items.
- Create and modify pouches.
- Print invoice and tags.
- Create, maintain and receive shipments.
- Generate a local invoice.
- Update registered item pickup information.
- Generate ICASS, invoice reconciliation and rejected items reports.
- Track and send emails regarding registered items and pouches in ILMS.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: Professional-level competency in English at the 4/4 level. Knowledge of basic DPM procedures.

Audience: Department of State direct-hire (FS, CS) domestically-based employees who perform Diplomatic Pouch and Mail functions using ILMS. The course is State specific open to domestic third-party contractors who have a job-related need working with ILMS Domestic Diplomatic Pouch and Mail software as defined above. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

ILMS Overseas Ariba Accountant

Course Code PA391
Online

This course is designed to provide overseas ILMS users with the skills needed to perform the essential accountant tasks in ILMS. This is an online course that all overseas ILMS users with an accountant role in Ariba are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Create and validate funding templates in Ariba.
- Apply fiscal data to surcharges, commodity line items and value added tax.
- Apply fiscal data to a local guard request.
- Use split accounting.
- Modify an ordered request.
- Add non-serviced funds to a request.
- View vendor payment status.
- Send requests backwards in the approval flow.
- Add additional approvals to the approval flow.
- Create, use and save custom searches.
- Run ICASS Workload and Procurement Cycle Time reports and export report results to Excel.
- Update user profile, and currency.
- Submit new user access iForms and inquiries to the support desk.
- Create and manage shared and personal folders.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, CS, LE Staff) employees and contractors at post who have responsibility for performing accounting functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-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. 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.
  - Manage email preferences.
  - Update user preferences and profile.
  - Use iForms.
- Approve/deny and check request status.
- 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; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Contracts: Contracting Officer Training

Course Code PA379
Online

Students learn how to perform the key tasks for Contracting Officers in the Integrated Logistics Management System. The course includes instruction on reviewing and issuing a solicitation, approving an amendment to a solicitation, awarding a contract and approving a modification to a contract.

Course Objectives:
- Review solicitations and contracts.
- Issue a solicitation.
- Approve and complete an amendment to a solicitation.
- Award a contract.
- Approve and complete a modification to a contract.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire employees (FS, CS, LE Staff) at post performing contracting functions in ILMS. This is a "State Specific" course and open to domestic third-party contractors who have a job-related need to perform contracting functions in ILMS as defined above. Other Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Contracts: Procurement Agent

Course Code PA384
Online

Students learn how to perform the key tasks for Procurement Agents in the Integrated Logistics Management System. The course includes instruction on creating, preparing and amending a solicitation, preparing and modifying a contract, and placing a task order.

Course Objectives:
- Create and prepare a requisition for a solicitation.
- Prepare a solicitation.
- Amend a solicitation.
- Prepare an award.
- Modify a contract.
- Place a task order.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisites: Working knowledge of post procedures for contracts and solicitations.

Audience: Department of State direct-hire employees (FS, CS, LE Staff) at post performing contracting functions in ILMS. This is a "State Specific" course and open to domestic third-party contractors who have a job-related need to perform contracting functions in ILMS as defined above. Other Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Other agency employees and DoS contractors submit a funded SF-182, and DOS contractors include a contractor officer approval memo (see page 2).

Additional Information: Email: ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Management

Course Code PA387
Online

This course is designed to provide overseas ILMS users with the skills needed to perform the essential management tasks in ILMS. This is an online course that all overseas ILMS users with a management role in Ariba are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Send requests backwards in the approval flow.
- Add additional approvals to the approval flow.
- Create, save and use custom searches.
- Run procurement and ICASS workload reports and export report results to Excel.
- Generate procurement cycle time detailed reports.
- Use personal and shared folders.
- 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

Audience: Department of State direct-hire (FS, CS, LE Staff) employees at post who have responsibility for performing Ariba management functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

ILMS Overseas Ariba Non-Serviced Agency Training

Course Code PA369
Online

Students learn how to perform the key tasks for Non-Serviced Agencies in ILMS. The course includes instruction on creating and submitting purchase requests, managing approval flows, and running searches and reports. The course is intended for posts

where ILMS Ariba has been implemented for procurement requests.

Course Objectives:
- Create and submit purchase requests.
- Send requests backwards in the approval flow.
- Add additional approvals to the approval flow.
- Use system and custom searches to locate requests.
- Create and save custom search results.
- Export custom search results to Excel.
- Run reports and export report results to Excel.

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 working knowledge of posts' procedures for procurement requests.

Exam Requirement: To successfully complete this course, students must access every page in all the modules.

Audience: Department of State employees, EFMs, contractors, and other agency employees at post who have responsibility for performing Non-Serviced Agency functions in ILMS. This is a "State specific" course and is only for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Procurement

Course Code PA392
Online

This course is designed to provide overseas ILMS users with the skills needed to perform the essential procurement tasks in ILMS. This is an online course that all overseas ILMS users with a procurement role in Ariba are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Complete or check purchase requests.
- Manage workload reports.
- Enter previously ordered offline transactions.
- Mass edit line item tax.
- Complete an FPDS-NG task.
- Submit an order to RPSO Frankfurt, AQM/IT and local guard request to AQM.
- Submit a NAS/INL request for a PSC to INL/RM/MS and for a commodity to RPSO.
- Update local and U.S. vendors.
- View vendor payment status.
- Find and print receiving reports.
- View and upload associated documents to a purchase order.
- Update user profile, and currency.
- Create and validate funding templates in Ariba and from the Fiscal Data Tester in ILMS.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, LE Staff) employees and contractors at post who have responsibility for performing procurement functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

ILMS Overseas Ariba Purchase Card Holder Training

Course Code PA370
Online

Students learn how to perform the key tasks for Purchase Card Holders in ILMS. The course includes instruction on creating, submitting and tracking purchase card requests; adding new vendors; and running searches and reports. The course is intended for posts where ILMS Ariba has been implemented for procurement requests.

Course Objectives:
- Create a purchase card request.
- Add new U.S. vendors.
- Add and update local vendors.
- Use system and custom searches to locate requests.
- Create and save custom search results.
- Export custom search results to Excel.
- Run reports and export report results to Excel.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: Authorized Purchase Card Holder at an overseas post with working knowledge of procedures for purchase card requests. Basic computer skills (PC basics, basic Internet/intranet browser navigation).

Audience: Department of State (FS, LE Staff) employees, EFMs and contractors at post who have responsibility for performing Purchase Card Holder functions in ILMS. This is a "State specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@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.
  - Use folders.
  - Manage email preferences.
  - Update user preferences and profile.
  - Use iForms.
- Create, track, and print a purchase request.
- 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 of all course 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; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Voucher Examiner Training

Course Code PA371
Online

Students learn how to perform the key tasks for Voucher Examiners in ILMS. The course includes instruction on printing requests and orders, and running searches and reports in ILMS. The course is intended for posts where ILMS Ariba has been implemented for procurement requests.

Course Objectives:
- Use system and custom searches to locate requests.
- Create and save custom search results.
- Export custom search results to Excel.
- Run reports and export report results to Excel.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: Working knowledge of overseas post's procedures for procurement requests. Basic computer skills (PC basics, basic Internet/intranet browser navigation).

Exam Requirement: To successfully complete this course, students must access every page of all course modules.

Audience: Department of State (FS, LE Staff) employees, EFMs and contractors at post who have responsibility for performing Voucher Examiner functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Ariba Watcher Training

Course Code PA372
Online

Students learn how to perform the key tasks for Watchers in ILMS. Watchers are typically Receiving Clerks and Voucher Examiners who have been given read-only access in ILMS to all procurement requests at their post. The course includes instruction on printing requests and orders, and running searches and reports in ILMS. The course is intended for posts where ILMS Ariba has been implemented for procurement requests.

Course Objectives:
- Use system and custom searches to locate requests.
- Create and save custom search results.
- Export custom search results to Excel.
- Run reports and export report results to Excel.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: Working knowledge of overseas post's procedures for procurement requests. Basic computer skills (PC basics, basic Internet/intranet browser navigation).

Exam Requirement: To successfully complete this course, students must access every page in all the modules.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees, EFMs and contractors at post who have responsibility for performing Watcher functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA (see page 1). DoS contractors, submit a funded SF-182 and include a Contractor Officer Approval Memo (see page 2).

Additional Information: Email A/LM at ILMSTraining@state.gov.

Schedule: Students have 90 days to complete this one-hour course.

ILMS Overseas Classified Diplomatic Pouch and Mail

Course Code PA389
Online

This course is designed to provide overseas ILMS users with the skills needed to perform the essential classified DPM tasks in ILMS. This is an online course that all overseas ILMS users in classified DPM are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Create and modify registered items.
- Create and modify pouches.
- Print invoice and tags.
- Create, maintain and receive shipments.
- Generate a local invoice.
- Update registered item pickup information.
- Generate ICASS, invoice reconciliation and rejected items reports.
- Track and send emails regarding registered items and pouches in ILMS.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, CS) employees and Eligible Family Members at post who perform Diplomatic Pouch and Mail functions in ILMS. This is a "State Specific" course and is ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

ILMS Overseas Unclassified Diplomatic Pouch and Mail

Course Code PA388
Online

This course is designed to provide overseas ILMS users with the skills needed to perform the essential unclassified DPM tasks in ILMS. This is an online course that all overseas ILMS users in unclassified DPM are encouraged to take to enhance their knowledge of ILMS. Currently, there is no official test for this course.

Course Objectives:
- Create and modify registered items.
- Create and modify pouches.
- Print invoice and tags.
- Create, maintain and receive shipments.
- Generate a local invoice.
- Update registered item pickup information.
- Generate ICASS, invoice reconciliation and rejected items reports.
- Track and send emails regarding registered items and pouches in ILMS.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, CS, LE Staff) and contractors at post who perform Diplomatic Pouch and Mail functions in ILMS. This is a "State Specific" course and ONLY for overseas users. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

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 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.
- 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: Department of State direct-hire (FS, CS) domestically-based 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 apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Management Tradecraft Training

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 and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: Travelers are required to take the *PK197 E2 Solutions: Traveler* course, page 141, prior to taking the *PA199 E2 Solutions: Online Booking Engine* course.

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 stated enrollment 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: 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 stated enrollment 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.

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 145, is recommended for inexperienced domestic travel approvers and *PA244 Travel Policies and Procedures at Post*, page 126, 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 stated enrollment 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:
✓ Technical Credibility

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Technical Skills

Recommended Preparation: *PK195 Travel Policies and Procedures for Domestic Offices*, page 145, is recommended for inexperienced domestic travelers, while *PA244 Travel Policies and Procedures at Post*, page 126 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, LE Staff) 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. This is a "State-specific" course open to third-party contractors who have a job-related need to arrange DOS travel as defined above. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit a funded SF-182 and include a Contractor's Memo (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:
✓ Technical Credibility

FS Precepts Addressed:
✓ Operational Effectiveness
✓ Technical Skills

Recommended Preparation: *PK195 Travel Policies and Procedures for Domestic Offices,* page 145, is recommended for inexperienced domestic travelers, while *PA244 Travel Policies and Procedures at Post*, page

126 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, LE Staff) employees who are either new to arranging their travel using E2 Solutions or want to increase their existing knowledge of federal travel regulations and TDY-related travel procedures. This is a "State-specific" course open to third-party contractors who have a job-related need to arrange DOS travel as defined above. To enroll, DoS apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete 1½-hour course.

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 U.S. government 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 stated enrollment 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 half-hour course.

eCountry Clearance: Post Administrator

Course Code PA473
Online

Designed for post network and server operations manager, this course provides an overview of basic eCC functions including 1) how to implement the necessary distribution groups and successfully integrate the eCountry Clearance application with Active Directory, 2) manage and update Post Information Data Sheets, 3) add, edit and delete Post Notification Sections, and 4) 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 U.S. government 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 stated enrollment 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 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 stated enrollment 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 half-hour course.

Employee Association Board Training

Course Code PA494
Online

The purpose of this course is to give you the basic knowledge you need to serve on an employee association Board of Directors.

Course Objectives:
- Describe an employee association.
- Recognize important employee association financial statements.
- Determine the financial performance of an employee association.
- Describe the budget process and the role of the board of directors in the process.
- Describe the annual audit process and the role of the board of directors in the process.
- Identify and implement requirements for managing employee association staff.

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
✓ Innovation
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ 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) and Eligible Family Members who serve on Employee Association Boards. Other agency employees who meet the stated enrollment 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 three-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.

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: Professional-level competency in both reading and writing, 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 stated enrollment 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 20-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 a U.S. Embassy or Consulate who expect to serve as post duty officer. Other agency employees tasked with duty officer responsibilities at post. No tuition is charged for other agency employees who are taking this course in order to serve as a post duty officer. To enroll, DoS/Non-DoS apply online or FS may contact HR/CDA (see page 1). Non-DoS training requests must be approved by the Management Officer at post.

Protecting Personally Identifiable Information

Course Code PA459
Online

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. 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 Affairs Manual.
- Identify and appropriately 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 Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Security and Safety, 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 (see page 1).

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 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 stated enrollment 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

Classified and Sensitive but Unclassified Information: Identifying and Marking

Course Code PK323
Online

CLASSIFIED and SENSITIVE BUT UNCLASSIFIED information must be properly marked to ensure appropriate safeguarding and handling. This course will teach students to identify classified and sensitive information. This course will provide examples of how to mark such information in both the SMART system and in a paper environment. In addition, this course will ensure that students understand and can comply with Executive Orders on national security information.

Course Objectives:
- Properly classify information.
- Apply SENSITIVE BUT UNCLASSIFIED markings.
- Understand the fundamentals of classification and SBU guidance.

OPM Competencies Addressed:
✓ Accountability
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Personal Security and Management of Classified Material and Information
✓ 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, PSC, LE Staff) employees with a National Security Clearance and a job-related need. Other agencies (including third-party contractors) with a national security clearance and a job-related need may take this course on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 and contractors include a Contractor's Memo(see page 2).

Schedule: Students have 90 days to complete 1½-hour course.

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 and Safety, 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, DoS apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

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 of State 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
✓ 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 stated enrollment 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.

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 Temporary Duty travel.

Course Objectives:
- Gather required information to prepare travel documents.
- Apply Department and Federal Travel Regulations to TDY travel.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility

FS Precepts Addressed:
✓ 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 Travel Policies and Procedures at Post*, page 126 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 apply online or FS may contact HR/CDA ; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Students have 90 days to complete this four-hour course.

Orientation

Department of State: History, Authorities and the Interagency Process

Course Code PN435
Online

This course provides U.S. government employees with a deeper understanding of the development of the Department of State over the last two centuries, the current sources of Chief of Mission authorities and responsibilities overseas and the evolving role of the Department of State in the contemporary interagency process. The course also outlines some of the new interagency structures that have been created over the past 10 years in response to new foreign policy priorities.

Course Objectives:
- Describe the historical background and evolution of the Department of State and the specialized authorities designated to its operations overseas.
- Define the bases of Chief of Mission authorities as they relate to State and other U.S. government agencies overseas.
- Describe the Interagency process as it relates to Foreign Affairs and the Department of State's role as lead Foreign Affairs agency.

OPM Competencies Addressed:
✓ External Awareness

✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Team Building

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) who are working in overseas missions. Other agency employees who meet the stated enrollment 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.

Orientation for Locally Employed Staff

Course Code PN410
Online

This course introduces Locally Employed Staff of the State Department and other U.S. government agencies to the structure, function and key personnel of United States Embassies and Consulates overseas, and to Department of State operations in Washington, D.C. The course is designed to help LE Staff to be successful in the diplomatic environment and to be more productive and effective members of the embassy team.

Course Objectives:
- Describe the organization and purpose of a U.S. Mission.
- Describe the important roles and key staff of a U.S. Mission, including the Ambassador and Country Team.
- Describe the mission, organization and key roles of the Department of State in Washington, including the Secretary and top State Officials.
- Describe the ethical and cultural considerations for employees of a U.S. Mission.
- Describe the importance of Locally Employed Staff employees to the State Department and a U.S. Mission.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Professional Expertise
✓ Team Building

Audience: Department of State direct-hire Locally Employed Staff of U.S. Missions overseas. Other agency employees who meet the stated enrollment criteria may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Students have 90 days to complete this two-hour course.

Working in an Embassy, Introduction to

Course Code PN113
Online

This course introduces employees of U.S. government agencies and their Eligible Family Members to the structure and function of U.S. 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
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ 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 stated enrollment requirements may attend on a reimbursable basis. This course is 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 (including third-party contractors) submit a funded SF-182 and contractors include a Contractor's Memo(see page 2).

Additional Information: Call 703-302-7146.

Schedule: Students have 90 days to complete this five-hour course.

Overseas Living

Community Liaison Office Responsibilities, Introduction to the

Course Code PA490
Online

The purpose of this course is to provide students with an overview of the CLO roles and responsibilities and the basic requirements of the position.

Course Objectives:
- Discuss the Family Liaison Office services and define the Community Liaison Office client services offered at Post.
- Describe the Community Liaison Office Program.
- Outline the eight areas of CLO responsibility and explain the ICASS Uniform Service Standards for CLO.
- Define and distinguish the CLO program management and responsibilities.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Development, including Active Learning
✓ Professional Expertise

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, FSN) CLO Coordinators, Co-CLO Coordinators, Assistant CLO Coordinators, and Management Officers interested in understanding the CLO's roles and responsibilities. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this two-hour course.

Political Training

Development in Diplomacy and Foreign Policy

Course Code PE426
Online

This course is designed to give U.S. government officials with responsibilities for development policy and implementation an introduction to the role of development in diplomacy. Broadly defined, development is a sustained increase in living standards through economic and social advancement and promoting such development is a key part of U.S. foreign policy. In order to accelerate this development, U.S. government agencies develop and implement assistance programs in many countries.

Course Objectives:
- Define the global concepts and key players related to international development.
- Identify the general principles, practices, sectors, and challenges related to U.S. development policy.
- Identify important stakeholders in the development field/communities with whom U.S. government officials interface.
- Describe the roles and responsibilities U.S. government officials play in the field and domestically.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Problem Solving

FS Precepts Addressed:
✓ Decision Making and Judgment
✓ Innovation
✓ Operational Effectiveness
✓ Information Gathering and Analysis
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are involved in development policymaking and implementation. Other agency employees who meet the stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Students have 90 days to complete this two-hour course.

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425
Online

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 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: *PA680 Managing Projects at State*, page 245, *PP223 Managing Foreign Assistance Awards Overseas,* page 261, *PY220 Introduction to Grants and Cooperative Agreements*, pages 151 and 272, *PY222 Monitoring Grants and Cooperative Agreements*, pages 151 and 274.

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 stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Students have 90 days to complete this two-hour course.

INL Program and Project Management I

Course Code PP420
Online

This course is 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

Recommended Preparation: *PA680 Managing Projects at State*, page 245, *PP223 Managing Foreign Assistance Awards Overseas*, page 261, *PY220 Introduction to Grants and Cooperative Agreements*, pages 151 and 272, *PY222 Monitoring Grants and Cooperative Agreements*, pages 151 and 274.

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 stated enrollment 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 five-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 foreign security forces units and individual members nominated to receive U.S. government-funded training or other assistance such as equipment transfers. This course provides an introduction to the legislative underpinnings of the Leahy Vetting requirements, training on how to use the International Vetting and Security Tracking system to complete and document vetting in the field and to submit approved cases for further vetting in Washington. See also *PP411 INVEST: Leahy Vetting in Washington*, page 148.

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 stated enrollment 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 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 foreign security forces units and individual members nominated to receive U.S. government-funded training or other assistance such as equipment transfers. 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. See also *PP410 INVEST: Leahy Vetting at Post*, page 148.

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 stated enrollment 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 1½-hour course.

Middle East Partnership Initiative Project Officer

Course Code PP450
Online

This course provides training for MEPI Project Officers who need to understand the purpose and key functions of MEPI, coordinate outreach efforts and effectively design, implement and monitor MEPI grant projects.

Course Objectives:
- Recall the history, purpose and key functions of MEPI.
- Apply methods for constant and consistent MEPI outreach efforts.
- Describe the steps to designing and developing MEPI grant projects.
- Practice results-oriented management for effective implementation and monitoring of MEPI grant projects.
- Employ proper procedures to closeout MEPI grant projects.

OPM Competencies Addressed:
✓ Decisiveness
✓ External Awareness
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Community Service and Institution Building
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Management of Resources

Audience: Department of State direct-hire employees (FS, CS, LE Staff) who have MEPI Project Officer responsibilities. Other agency employees who meet the stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Students have 90 days to complete this two-hour course.

Preparing for an International Organization Meeting

Course Code PP430
Online

This course is designed to maximize the effectiveness of U.S. delegation members charged with representing the U.S. government in a variety of multilateral bodies. Intended to be taken as a supplement to *PP211 Multilateral Diplomacy*, page 171, this course provides a succinct "how to" on preparing to represent the United States in a multilateral setting, including accreditation, and how best to address critical global issues as a member of a U.S. government delegation to an international organization. The course is intended for mid-level Foreign and Civil Service employees posted around the world who are involved in multilateral engagement, as well as for any other U.S. government employees whose duties include interacting with multilateral actors or attending meetings of international organizations. Prospective students are strongly encouraged to first complete *PP211 Multilateral Diplomacy*, page 171, (required by IO for officers working in that bureau) which offers a broader operational overview of working in multilateral fora. Students seeking a more complete preparation to work effectively in the multilateral environment are strongly encouraged to register for both classes (*PP211* and *PP430*).

Course Objectives:
- Provide step-by-step instruction on how to prepare to represent the United States at a meeting of an international organization.
- Guide students through the processes one follows before attending a meeting, addressing issues from policy coordination and development to document drafting and accreditation.
- Provide needed context through sample documents and scenarios.
- Direct students to additional useful resources.
- Supplement the *PP211 Multilateral Diplomacy* course segment on "Preparing for an International Organization Meeting" by providing additional detail in this area, and by providing an online tool which will be accessible to delegates at post.

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) personnel at the FS-04/01 to FP-04/01 to GS-09/15 grade levels whose current or future duties require engagement with international organizations. Other agency employees who meet the stated enrollment requirements (including military personnel of comparable rank), whose duties include interacting with multilateral actors and attending meetings of international organizations, 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: *PP211 Multilateral Diplomacy*, page 171 is strongly recommended as preparation for this course.

Schedule: Students have 90 days to complete this 1½-hour course.

Public-Private Partnerships

Course Code PP440
Online

The purpose of this course is to help Department of State and other U.S. government officials develop the knowledge and skills needed to develop strong partner relationships and to successfully navigate the public-private partnership cycle.

Course Objectives:
- Understand partnership rationale.
- Recognize established models.
- Begin the planning process for a public-private partnership.

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

FS Precepts Addressed:
✓ Critical Thinking
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Written Communication

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have public-private partnership responsibilities in Washington or overseas. Other Agency employees who meet the stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Students have 90 days to complete this five-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 direct-hire (FS, CS, LE Staff) employees involved in academic exchanges under the Fulbright program umbrella. Other agency employees that meet the stated enrollment 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.

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: *PY441 Introduction to the Fulbright Program*, page 149.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees involved in academic exchanges under the Fulbright program umbrella. Other agency employees that meet the stated enrollment 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.

Fulbright Student and Scholar Programs at Post, Managing U.S.

Course Code PY444
Online

This course introduces students to all aspects of managing and organizing a successful U.S. student and visiting scholar Fulbright program. The course provides practical instruction on planning and administering a U.S. student and scholar Fulbright exchange program at post, including identifying Fulbright opportunities at post, in-briefing and hosting U.S. Fulbrighters, rights and responsibilities of U.S. grantees, and using Fulbrighters in post public diplomacy efforts.

Course Objectives:
- Distinguish between key components and features of the U.S. Fulbright student and scholar programs.
- Explain post's role in all stages of planning and administering these programs.
- Identify resources and regulations available to post for planning and administering these programs.
- Recognize and resolve challenges that may arise in organizing and managing these programs.

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: *PY441 Introduction to the Fulbright Program*, page 149.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees involved in academic exchanges under the Fulbright program umbrella. Other agency employees who meet the stated enrollment 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.

Fulbright Student and Scholar Programs at Post, Managing Visiting

Course Code PY443
Online

This course introduces students to all aspects of managing and organizing a successful foreign student and visiting scholar Fulbright program. The course provides practical instruction on planning and administering this program at post, including publicizing Fulbright opportunities, application and selection processes, pre-departure requirements, and leveraging Fulbright alumni for public diplomacy efforts at post.

Course Objectives:
- Distinguish between key components and features of the Visiting Fulbright Student and Scholar programs.
- Explain post's role in all stages of planning and administering these programs.
- Identify resources and regulations available to post for planning and administering these programs.
- Recognize and resolve challenges that may arise in organizing and managing these programs.

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: *PY441 Introduction to the Fulbright Program*, page 149.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees involved in academic exchanges under the Fulbright program umbrella. Other agency employees who meet the stated enrollment 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.

Grants and Cooperative Agreements, Introduction to

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 90% or better.

Audience:
Primary: Required for all Department of State direct-hire (FS) employees 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 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 (FS, CS, LE Staff) employees involved in negotiating, awarding, administering, reviewing and monitoring federal assistance agreements. Other agency employees who meet the stated enrollment 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 4:30 p.m. See page 272.
Online: Students have 90 days to complete this 24-hour course.

Grants and Cooperative Agreements, Monitoring

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 151 and 272.

Exam Requirement: To complete this course successfully, the student must pass a final exam with a score of 90% 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 stated enrollment 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: Two days; 9:00 a.m. to 4:30 p.m., see page 274.
Online: Students have 90 days to complete this 16-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, CS, LE Staff) employees responsible for administering the IVLP. 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 Department of State employees may apply 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 who are new to public diplomacy work or who want to rethink their media-monitoring program. Other agency employees who meet the stated enrollment requirements may apply 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 or with an overseas mission press office. Other agency employees who coordinate with the mission press office may apply 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.

Social Media, the State Department, and You

Course Code PY460
Online

Audiences globally are increasingly using the internet as a primary means of consuming, creating and sharing information with one another. The communications revolution has fundamentally transformed how information moves through networks and how rapidly it can penetrate societies. As the Department of State seeks to capitalize on the promise of 21st century statecraft, innovation through connection technologies is becoming embedded within the Department's organization and business practices to include the application of technology solutions to address foreign policy issues and advance the U.S. foreign policy agenda. Drawing on best practices from across the Department, this course will provide an overview of how connection technologies are used as tools of 21st century statecraft in our diplomatic efforts and in our efforts to advance development commitments as outlined in the QDDR.

Course Objectives:
- Describe how the Department of State employs social media, mobile technology, collaboration tools and other connection technologies.
- Identify how digital technology could be integral to their own work in support of Department, mission and bureau strategic goals.
- Locate relevant Department policies and procedures governing the use of connection technologies.
- Identify internal and external resources for learning more about these subjects.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Interpersonal Skills
✓ Political Savvy
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management
✓ Strategic Thinking
✓ Vision

FS Precepts Addressed:
✓ Active Learning
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Professional Expertise
✓ Public Outreach
✓ Technical Skills
✓ Written Communication

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the stated enrollment 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.

Strategic Planning for Public Diplomacy

Course Code PY402
Online

This course is intended to teach Department of State 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

Audience: Department of State direct-hire (FS, CS, LE Staff) employees involved in public diplomacy planning. Other agency employees who meet the stated enrollment requirements may apply 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 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 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. Other agency employees who are involved in cultural heritage issues in multilateral and interagency settings may apply 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.

Visual Diplomacy: Engaging Audiences Through Photos and Video

Course Code PY462
Online

The creation and dissemination of visual information has proliferated due to advances in technology and new media forums to share and present visual information. Public Diplomacy sections are challenged to use imagery in addition to text in their communication efforts and to better incorporate visual images in public diplomacy outreach, events and reporting. This course introduces basic concepts of visual communication to help posts develop their outreach capabilities. The course provides the foundational ideas, guidance and advice that can help posts better create and utilize visual images and incorporate them into public diplomacy efforts and initiatives.

Course Objectives:
- Recognize how and when images convey ideas.
- Recognize the link between the preparation of an event and the resulting images.
- Identify the basic principles associated with producing quality photographs.
- Identify the basic principles associated with producing quality videos.
- Recognize standards with which photographers and editors must comply.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Interpersonal Skills
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management
✓ Vision

FS Precepts Addressed:
✓ Active Learning
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Professional Expertise
✓ Public Outreach
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) employees involved in public outreach, media affairs and mass communication. The course is also useful for LE Staff often charged with photographing Embassy events for reporting and highlights. Other agency employees who meet the stated enrollment 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.

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 who are new to public diplomacy work. Other agency employees who meet the stated enrollment requirements may apply 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.

Retirement

Annuities, Benefits and Social Security Workshop

Course Code RV104
Classroom/DVC

Annuities, Benefits and Social Security Workshop is a seminar designed to assist employees in understanding their federal Civil Service or Foreign Service annuities, TSP, Social Security, as well as Medicare and the Federal Employee Health Benefits.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

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 stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137or email FSIRegistrar@state.gov.

Schedule:
Classroom: One day; 9:00 a.m. to 5:00 p.m.
Check-in begins at 8:15 a.m.
DVC: One day; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 5/20

Financial Management and Estate Planning Workshop

Course Code RV103
Classroom/DVC

Financial Management and Estate Planning Workshop is a seminar and it includes comprehensive sessions on financial management and estate planning.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

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 stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137 or email FSIRegistrar@state.gov.

Schedule:
Classroom: One day; 9:00 a.m. to 4:00 pm.
Check-in begins at 8:15 a.m.
DVC: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/20

Mid-Career Retirement Planning Seminar

Course Code RV105
Classroom/DVC

This seminar, offered four times per year, is designed for employees in early or mid-career who are more than 10 years from retirement eligibility. Arrangements for DVC sessions for groups of employees are made by the Career Transition Center upon request from posts/offices. Interested posts/offices are advised to contact the Career Transition Center, 703-302-7407.

Course Objectives:
- Annuities and benefits in retirement.
- Federal Long-Term Care Program.
- Thrift Savings Plan.
- Financial management.
- Estate planning.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees within 10 to 15 or more years of retirement. Spouses of enrolled DoS employees may attend on a space-available basis. Other agency employees who meet the stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137 or email FSIRegistrar@state.gov.

Schedule:
Classroom: Two days; 9:00 a.m. to 4:00 p.m. Check-in begins each day at 8:15 a.m.
DVC: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 75/220

Retirement Planning Seminar

Course Code RV101
Classroom/DVC

This seminar offers useful information for planning your transition. *RV101* is recommended for personnel who plan to retire soon or in less than 10 years. Arrangements for DVC sessions for groups of employees are made by the Career Transition Center upon request from posts/offices. Interested posts/offices are advised to contact the Career Transition Center, 703-302-7407.

Course Objectives:
- Psychology of transition.
- Annuities and benefits in retirement for Civil Service or Foreign Service (CSRS, FERS, FSRDS, FSPS), Thrift Savings Plan and social security.
- Medicare and Federal Employee Health Benefits.
- Financial management, estate planning and tax issues.
- Health and fitness.
- Career management.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

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 stated enrollment 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).

Additional Information: *RV103 Financial Management and Estate Planning Workshop*, *RV104 Annuities, Benefits and Social Security Workshop*, pages 155 and 285, are a part of the *Retirement Planning Seminar*; however, concurrent registration is not required. Contact the FSI Office of the Registrar at 703-302-7144/7137or email FSIRegistrar@state.gov.

Schedule:
Classroom: Four days; check-in begins each day at 8:15 a.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.
DVC: Four days;
– 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.

Minimum/Maximum: 75/280

Safety

Bloodborne Pathogens for Health Unit Staff

Course Code EX300
Online

This course is intended to train healthcare staff how to assess bloodborne pathogen hazards and be able to properly use appropriate safeguards including universal precautions, engineering controls and personal protective equipment. This course teaches the participant to comply with the Department of State exposure control plan and to properly handle, clean, decontaminate, and dispose of contaminated materials. This course is mandatory for DoS health care providers and medical staff, to satisfy OSHA annual training requirements. The course includes review of the DoS Blood Borne Pathogens policy.

Course Objectives:
- Recognize bloodborne pathogen hazards.

- Identify measures to protect from bloodborne pathogen exposures by using engineering controls, universal precautions, and personal protective equipment.
- Explain how to handle, clean, and dispose contaminated materials.
- Describe post-exposure follow-up procedures.
- Discuss OSHA requirements and the DOS Bloodborne Pathogen Exposure Control Plan.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ External Awareness
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Community Service and Institution Building
✓ Crisis Management Skills
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Management of Resources
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff, PSC) employees who need a baseline of understanding of bloodborne pathogens to prevent bloodborne incidents and meet regulatory requirements. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Students have 90 days to complete this one-hour course.

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://irm.m.state.sbu/sites/ia/Pages/Default.aspx.

OPM Competencies Addressed:
✓ Accountability
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Operational Effectiveness
✓ Security and Safety, 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 stated enrollment 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.

Annual Counterintelligence Awarenness Training for Cleared Americans

Course Code EX250
DoS Intranet (OpenNet)

This *Annual Counterintelligence Awareness* course is designed to educate the employee with a U.S. government security clearance on basic counterintelligence awareness and inform the employee of possible intelligence threats. This course will provide a knowledge base to the employee so that he or she can ensure classified information does not become compromised. The employee will learn about their responsibilities regarding contact reporting and travel notification, and become aware of various other CI related topics.

Course Objectives:
- Describe how the Counterintelligence Governing Authority, Counterintelligence Working Group, and Security Environment Threat List work within the Department of State.
- Describe the current and potential threats in both work and personal environments.
- Explain the importance of detecting potential insider threats by cleared employees.
- Identify the phases of recruiting trusted insiders.
- Identify the indicators of insider threat behavior.
- Explain the procedures to report insider threat behavior.
- Describe the reporting requirements for contact, travel, anomalies, cohabitation, and marriage.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Integrity/Honesty
✓ Political Savvy

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Workplace Perceptiveness

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov. Pre-registration is not required.

Audience: Department of State direct-hire (FS, CS) employees who hold a U.S. government security clearance.

Schedule: The course takes approximately one hour to complete.

Annual Counterintelligence Awarenness Training for LE Staff

Course Code EX251
DoS Intranet (OpenNet)

This *Annual Counterintelligence Awareness* course is designed to educate LE Staff at post on basic Counterintelligence awareness and inform the employee of possible intelligence threats. This course will provide a knowledge base to the employee so that he or she can ensure classified information does not become compromised. The employee will learn about their responsibilities regarding contact reporting and travel notification, and become aware of various other CI related topics.

Course Objectives:
- Describe how the Counterintelligence Governing Authority and Counterintelligence Working Group work within the Department of State.

- Describe the current and potential threats in both work and personal environments.
- Explain the importance of detecting potential insider threats by LE Staff.
- Identify the phases of recruiting trusted insiders.
- Identify the indicators of insider threat behavior.
- Explain the procedures to report insider threat behavior.
- Describe the reporting requirements for contacts, travel, and anomalies.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Integrity/Honesty
✓ Political Savvy

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Workplace Perceptiveness

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Training Access: Course is available on the Department of State OpenNet at http://fsi.state.gov. Pre-registration is not required.

Audience: Department of State direct-hire Locally Employed Staff at post.

Schedule: The course takes approximately one hour to complete.

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 and Safety, 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, Facility 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 stated enrollment 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 half-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. Other agency employees who meet the stated enrollment 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 the half-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:
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Workplace Perceptiveness

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 stated enrollment 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

The advanced security course is designed for veteran employees to enhance and refresh their security skills and risk recognition. This online course fulfills the mandatory five-year requirement for security training.

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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure

Prerequisite: *MQ911 Security Overseas Seminar*, page 289.

Audience: Department of State direct-hire (FS, CS) employees who are posted to overseas assignments or who perform temporary duty for thirty days or more at an overseas location. Highly recommended for Eligible Family Members and Members of Household. Other Foreign Affairs agency employees who meet the stated enrollment 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).

Additional Information: Department regulations require that this course or OT611 Foreign Affairs Counter Threat Course (Contact DSTC Registrar at 703-204-6100 for information on OT611) be taken once every five years as a security refresher. Email FSISOS@state.gov or call 703-302-7417 or 7418.

Schedule: 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) who are charged with the design of a training session, strategic plan effort, workshop, offsite, course or program event. Other agency employees who meet the stated enrollment 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: Students have 90 days to complete this one-hour course.

Diversity training 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 training 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 stated enrollment 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: 10/25

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 stated enrollment 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; 8:00 a.m. to 5:00 p.m.

Minimum/Maximum: 10/25

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:
✓ 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 stated enrollment 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: 10/30

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 160, 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:
- ✓ Support for Equal Employment Opportunity and Merit Principles
- ✓ Team Building
- ✓ Workplace Perceptiveness

Prerequisite: *PT107 EEO/Diversity Awareness for Managers and Supervisors*, page 160, or equivalent.

Audience: Department of State direct-hire (FS, CS, LE Staff) managers and supervisors. Other agency employees who meet the stated enrollment 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

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 Environment, Science, Technology and Health interests overseas. Courses vary in length, from two-day industry and sector-specific offerings to a six-month comprehensive Economics Studies program. The division also offers distance learning courses on International Trade, Intellectual Property Rights and Commercial Diplomacy.

This section is divided into four subsections:

- Economics Courses, page 162.
- Environment and Resource Courses, page 164.
- Trade, Investment and Commercial Training, page 166.
- Miscellaneous Courses, page 169.

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 course is designed especially for non-economic officers but is also open to economic officers who need to update their training and LE Staff working on economic issues at post. It is recommended especially for non-Economics officers on the threshold of assuming leadership of a combined POL/ECON section overseas. The course uses a case study/workshop approach to teach economics through the study of financial crises, World Trade Organization cases, trade disputes, 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 stated enrollment 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

Economic Practicum

Course Code PE450

The practicum is available only as a follow on to *PE350 Foreign Service Economic Studies*, page 162, and will last approximately 22–26 weeks. Participants are placed with another U.S. government agency, private firm, State or local government, or a non-governmental organization, think tank, or if circumstances warrant, an office in the Department. FSI/ECON, the hosting entity and the participant agree on work requirements, which must consist predominantly of tasks requiring moderate to advanced economic analysis.

Course Objectives:

- Apply economic concepts and analytical tools taught in *PE350 Foreign Service Economic Studies*.
- Analyze policy issues relevant to foreign service work.
- Raise awareness of how host entities use economic information and analysis to guide their decision-making.

OPM Competencies Addressed:

✓ External Awareness
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:

✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Persuasion and Negotiation
✓ Professional Expertise

Prerequisites: *PE350 Foreign Service Economic Studies*, page 162.

Audience: Students who successfully completed the immediately preceding offering of *PE350 Foreign Service Economic Studies* and desire hands-on experience.

Schedule: Practicum begins immediately after *PE350* ends and will end on a mutually-agreed date between the individual, the Econ division and the hosting organization, but approximately 22–26 weeks after the end of the *PE350* course. Students are assigned to the Foreign Service Economic Studies Program for the entire year. FSI will treat requests to conclude *PE450* short of 22 weeks like Curtailment Requests.

Minimum/Maximum: 15/30

Foreign Service Economic Studies

Course Code PE350

This intensive and comprehensive professional development program is designed to provide the analytical tools required by economic officers over 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 interests. The program includes six months of classroom training in economics followed by an economics-related detail of up to six months (*PE450*), or language training connected to an onward assignment.

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 issues typically encountered by Foreign Service Officers. Offsite visits to financial and government institutions in New York and Washington supplement in-class instruction and afford students networking opportunities.

The program presumes little prior formal education in economics, but its intensive nature requires high motivation and a strong interest in economic issues. Several months before

the program begins, participants complete 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 aimed at bolstering previous training, and in preparation for an onward assignment requiring such 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 practicum with a private firm or NGO 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 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.
- 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
✓ Strategic Thinking
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Technical Skills
✓ Written Communication

Audience:
Primary: Tenured Department of State Economic/Commercial Officers at the FS-04 to FS-01 levels.

Secondary: DoS Foreign Service Officers in other cones, and DoS CS employees. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, contact 703-302-7256 for enrollment procedures.

Schedule: Twenty-six weeks; 9:00 a.m. to 4:00 p.m. One week of optional leave in December.

Minimum/Maximum: 15/30

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 what makes a good cable, briefing (with an emphasis on economic issues), measuring economic performance, money, banking and financial flows, and on understanding and explaining U.S. policies in areas such as trade, intellectual property, foreign investment and environmental protection. Course includes time for students to conduct two half-days of consultations with Washington-based reporting end-users.

Course Objectives:
- Gain a clear idea of U.S. foreign policy priorities.
- Update economics training.
- Sharpen interviewing, drafting and briefing skills.
- Upgrade economic analysis and data manipulation skills.
- Explore consequences of economic reform programs.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Oral Communication
✓ Technical Credibility
✓ Written Communication

Audience: Department of State direct-hire LE Staff who are serving in economic sections. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and a request for nominations by prospective students' supervisors 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 the course announcement cable (see page 2).

Schedule: Two weeks; 9:00 a.m. to 5:00 p.m. (Offered on alternating years)

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 on the challenges of managing a section, setting priorities, cultivating a mission-wide perspective, dealing with complex Human Resources issues, and mentoring and evaluating section members. The seminar format calls for students to plan and deliver several class sessions.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Oral Communication
✓ Problem Solving

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building

Clearance: SECRET

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, apply online or contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/25

Political/Economic Tradecraft

Course Code PG140

Designed to prepare officers for their first assignment to political, economic, or combined POL/ECON sections, this course emphasizes development of core tradecraft skills, basic knowledge (emphasizing economics and political analysis), and professional attitudes. Course coordinators utilize a combination of lectures, individual assignments, interactive exercises, simulations, case studies and discussions.

Course Objectives:
- Learn to advocate and advance U.S. policy goals as part of the strategic planning process and regular outreach activities.
- Learn to identify host-country decision-makers, and practice articulating U.S. policy to foreign audiences.
- Apply understanding to work effectively across the U.S. government interagency and the U.S. Embassy country team.
- Improve skills in reporting and analysis of political, economic and commercial trends.
- Learn to integrate economic and political issues.
- Develop skills in briefing senior officials, public speaking, note taking, contact work and delivering demarches.
- Review and practice drafting cables and preparing mandatory political/economic reports.
- Improve data analysis and demonstrate relevance to economic and political events.
- Understand the current context of global issues and policy priorities such as human rights, youth and gender issues, promoting democratic transitions, economic statecraft, commercial advocacy, sanctions regimes, countering violent extremism, U.S. military culture, fundamentals of modern global economics and transnational trafficking.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

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 direct-hire (FS) officers en route to their first political, economic, or combined POL/ECON assignments abroad. To enroll, contact HR/CDA (see page 1).

Additional Information: Call 703-302-7184 or 703-302-7256.

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

Minimum/Maximum: 15/30

Environment 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 and trade issues raised by the ability of new technologies to manipulate biological organisms and technology's role in addressing food security, energy and climate change. Topics include an introduction to E.U.-U.S. trade issues, the Cartagena Protocol on Biodiversity, biotechnology in the developing-country context, and the interagency approval process for biotechnology products.

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 stated enrollment 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

Energy: Power Generation

Course Code PE137

Offered in cooperation with the U.S. Department of Energy and the Department's Bureau of Energy Resources, this course takes place in DOE facilities in Washington, D.C. and Pittsburgh, Pennsylvania. The course introduces rapidly emerging technologies in the power generation sector 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 U.S. government commercial, economic and environmental interests.

Prospective participants please contact the Economic and Commercial Studies Division, for special registration handling, at 703-302-7256.

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 overseas or in Washington D.C. or at posts with a considerable U.S. industry presence or potential. Other agency employees who meet the stated enrollment 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 stated enrollment 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, Congress and the intelligence community.

Course Objectives:
- Gain familiarity with ESTH issues with transnational implications.
- Gain working knowledge of U.S. government 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
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

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, and for DoS direct-hire LE Staff who are assigned to ESTH sections. Other agency employees who meet the stated enrollment 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

Global Health Diplomacy

Course Code PE152

This course introduces U.S. government policies and programs aimed at helping resource-constrained countries prevent and manage threats from infectious and noninfectious diseases, including HIV/AIDS. Students discuss how the U.S. incorporates domestic health programs into our bilateral and multilateral diplomatic efforts. Participants will learn about the "tradecraft" side of health diplomacy – working with other U.S. government agencies at post and understanding the role of non-U.S. government 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 U.S. government international health policies and programs, focusing on the Global Health Initiative, the President's Emergency Plan for Aids Relief, 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 managing health-related U.S. government foreign policy issues. Highly recommended for ESTH officers. Other agency employees who meet the stated enrollment 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; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/30

Petroleum and Gas Industry

Course Code PE127

Offered in cooperation with the Bureau of Energy Resources, the course presents an overview of the energy industry from the industry's perspective as a significant overseas investor, and a leading U.S. export sector. The course will increase energy-reporting officers' knowledge of petroleum and gas technology, economics, markets and international issues affecting U.S. interests.

If interested in attending this course, please contact FSI/SPAS/ECON at 703-302-7256 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.
- Understanding of U.S. energy policy priorities.
- 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.
- Working knowledge of the contribution of oil and gas supplies, equipment and services to U.S. exports.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

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 a considerable U.S. industry presence or important U.S. energy interests. Other agency employees who meet the stated enrollment 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 a U.S. city with heavy energy industry presence; 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 interests. 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.
- Understand how energy is priced in markets.
- 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.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have primary responsibility for reporting or engaging with foreign governments on international energy issues. Other agency employees who meet the stated enrollment 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 (see page 2).

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

Minimum/Maximum: 10/25

Trade, Investment and Commercial Training

Basics of International Trade

Course Code PE224
See Distance Learning, page 100.

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 capitalizing on trade and investment opportunities abroad, a major component of the Department's Economic Statecraft objectives. Through discussions and case studies led by successful private-sector exporters and experienced U.S. government 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, defending investment rights, 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 the U.S. Commerce Department's structured programs for assisting U.S. businesses overseas.
- Develop methods for counseling U.S. businesses seeking to operate in overseas markets.
- Gain solid awareness of guidelines for commercial advocacy.
- Identify U.S. government agencies involved in supporting U.S. business overseas and their respective roles.
- Strong grasp of U.S. laws governing corrupt business practices overseas.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information

Audience: Department of State direct-hire (FS, LE Staff) employees overseas or assigned to positions that include responsibilities for assisting U.S. business. Other agency employees who meet the stated enrollment 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

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 it serves to foster and protect innovative products and services in industries as diverse as publishing, electronics, and biotechnology. 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 U.S. government encourages and assists trading partners to implement commitments under intellectual property rights agreements. Students also learn best-practices for government-to-government advocacy, and for public outreach on the important role of intellectual property in fostering innovation and promoting economic growth.

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 the 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*, page 98.

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 stated enrollment 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 98-100.

International Transportation Policy

Course Code PE330

This course provides an overview of international transportation policy, including civil aviation and the international shipping industry, their economic significance; and international and U.S. aviation and maritime security, safety, and environmental protection policy and regulation. Other international transportation issues may be discussed.

Course Objectives:
- Develop an understanding of the policy framework, regulatory structure and economic characteristics of the international aviation and maritime industries.
- Become familiar with aviation and maritime terminology.
- Become familiar with the basic elements of bilateral civil aviation agreements and the roles of major U.S. and foreign players in the aviation negotiation process.
- Consider methods of resolving differences, addressing practical problems and dealing with international aviation and maritime security issues.
- Learn about current and anticipated major issues of concern that the Department and embassies will likely face, including new U.S. government transportation security programs, debates over aviation and maritime emissions, and evolving commercial law and practices.
- Other transportation issues may be discussed on an as-needed basis.

OPM Competencies Addressed:
✓ External Awareness
✓ Political Savvy
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State direct-hire (FS, LE Staff) employees with responsibilities for aviation, maritime, transportation policy, security, and foreign affairs issues. Other agency employees who meet the stated enrollment 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; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 10/30

Internet/Telecom Policy

Course Code PE131

This seminar provides an overview of the rapidly changing information and communications technology environment. Emphasis is placed on advancing technologies, market structures, regulatory environments and assistance to the U.S. industry Internet and telecommunications industry. There is an emphasis on hearing directly from governmental and industry practitioners.

Course Objectives:
- Working knowledge of technology and industry developments in the latter part of the 20th century to the present.
- Understanding of 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, DoS Civil Service economic analysts and DoS

direct-hire LE Staff working in the Economic Bureau, on country desks, or in overseas economic positions with responsibility for telecommunications portfolios. Other agency employees who meet the stated enrollment 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, including trade in services, rules of origin, customs, government procurement and agriculture. Participants also study U.S. trade law and policy 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 U.S. government 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
✓ 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 stated enrollment 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 concepts 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 and disputes involving 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, investment chapters of Trade Agreements, and the major U.S. investment policy goals in multilateral contexts.
- Prepare officers to explain U.S. policies regarding inward investment and to appropriately respond to concerns about specific cases.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiation
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise

Audience: Department of State Foreign Service Economic Officers and Civil Service employees with domestic responsibilities covering investment issues. Other agency employees who meet the stated enrollment 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 the role of development banks in responding to economic financial crises around the world.
- 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 Department of State's role in the interagency MDB loan review process.

OPM Competencies Addressed:
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees assigned in, or having portfolio responsibility for countries where Multilateral Development Banks operate. Other agency employees who meet the stated enrollment 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 100.

Miscellaneous Courses

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 initiatives to address host-country 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
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach

Audience: Department of State direct-hire (FS, CS, LE Staff) with responsibilities for security and foreign affairs issues. Other agency employees who meet the stated enrollment 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 4:00 p.m.

Minimum/Maximum: 10/30

Terrorism Finance and Economic Sanctions

Course Code PE141

Offered jointly by the Foreign Service Institute and the Bureau of Economic and Business Affairs, this classified course familiarizes participants with the critical role of sanctions as a foreign policy tool and range of domestic and international authorities available to influence the behavior and actions of external actors. The course includes sessions on topics such as the sources of terrorist financing and strategies aimed at stopping such funding; capacity building for host-country anti-money laundering and terrorism finance regimes; how sanctions against Iran are supporting international efforts aimed at preventing its development of a nuclear weapon; and conflict minerals and the Kimberley Process.

Course Objectives:
- Explore methods that terrorists, criminals and states use to raise, conceal and move funds for illicit purposes.
- Understand the various legal authorities and sanctions tools the U.S. government and our allies use, and their strengths and weaknesses.
- Understand how to advise your host government on sanctions compliance.
- Examine the policy rationale and process that allows for certain activities to be licensed under sanctions programs, and how licenses are used to achieve foreign policy objectives.
- Explore interagency roles and responsibilities in developing and implementing various sanctions.

OPM Competencies Addressed:
✓ Influencing/Negotiating
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Critical Thinking
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Team Building
✓ Technical Skills

Clearance: SECRET

Audience: Department of State direct-hire (FS, CS) employees at the FO-04/FP-01/GS-09 level and above who are concerned with terrorist finance, money laundering, sanctions, licensing and national security issues. Other agency employees who meet the stated enrollment 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

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 170.
- Negotiation, page 248.
- Political Training, page 259.

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.

Arms Control and Nonproliferation

Course Code PP203

See Political Training, page 259.

Development in Diplomacy and Foreign Policy

Course Code PE426

See Distance Learning, page 147.

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425

See Distance Learning, page 147.

Human Trafficking Awareness Training

Course Code PP460

See Distance Learning, page 101.

INL Orientation Workshop

Course Code PP218

This is an intensive overview of the international counter-narcotics and crime portfolio, intended primarily for those who will work on these issues. 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.
- Understand INL's structure and division of duties in support of domestic and overseas sections.
- Manage a bilateral project.
- Coordinate with other U.S. government 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 stated enrollment requirements 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).

Additional Information: Call INL/RM at 202-776-8552.

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

Minimum/Maximum: 8/75

INL Distance Learning Courses

Course Code PP420

See Distance Learning, page 147.

International Terrorism: Understanding the Threat and Formulating the Response

Course Code PP521

This seminar is designed primarily for policymakers in Washington and staff in the field who deal with international terrorism and terrorism-related issues. Experienced speakers, both governmental and non-governmental, 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:

✓ External Awareness
✓ Influencing/Negotiating
✓ Partnering
✓ 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 (FS, CS) 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 stated enrollment requirements 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 email notification.

Additional Information: Call 703-302-7184.

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

Minimum/Maximum: 15/30

INVEST: Leahy

Course code PP410 and PP411
See Distance Learning, page 148.

Labor Officer Skills

Course Code PL103

Labor Officer Skills is a comprehensive overview of the knowledge and skills essential for Foreign Service Officers and Foreign Affairs Officers working on these issues. Topics include: international labor issues and obligations; labor-management issues and mediation; labor rights in a trade context; and the intersection of workers, business, government, and human rights. It is recommended for all officers assuming labor-related duties, in particular labor officers and labor reporting officers at U.S. missions overseas.

Course Objectives:
- Explain the labor officer function, including worker rights promotion and labor-related reporting requirements.
- Discuss current international issues including labor rights, labor obligations within trade agreements and trade promotion programs, and the role of labor rights and employment in promoting democracy and inclusive economic growth.
- Provide overview of history and tradecraft of labor diplomacy.
- Introduce major issues and institutions on the U.S. labor scene – including labor confederations, NGOs and business organizations – and how these organizations influence and relate to our foreign policy.

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 at the FS-06/01, FP-04/01, GS-09/15 level or higher; and LE Staff at rank FSN-07 and above can be considered, subject to DRL and FSI concurrence. Other agency employees who meet the stated enrollment 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).

Additional Information: Contact DRL/ILA at 202-216-5887.

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

Minimum/Maximum: 15/30

Managing Foreign Assistance Awards Overseas

Course Code PP223
See Political Training, page 261.

Middle East Partnership Initiative Coordinator, Administrator and Project Officer Training

Course Code PP350

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 U.S. government 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 stated enrollment 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).

Additional Information: Contact NEA/MEPI at 202-776-8500.

Schedule: Three days; 9:00 a.m. to 4:15 p.m. Offered once a year.

Minimum/Maximum: 12/24

Middle East Partnership Initiative Project Officer

Course Code PP450
See Distance Learning, page 148.

Multilateral Diplomacy

Course Code PP211

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 and coordinating multilateral and bilateral work. Participants will learn about the structure of the UN system and practice their diplomatic skills in a simulation of an international meeting.

Course Objectives:
- Provide an overview of key U.S. policy priorities in the multilateral diplomatic arena.
- Explain how the U.S. government organizes itself for multilateral work.
- Demonstrate 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.
- Describe 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 DoS direct-hire 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 stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Three days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Partnership in Development and Diplomacy

Course Code PE267

See Political Training, page 262.

Policy Priorities in Multilateral Diplomacy: The Prevention of Genocide and Mass Atrocities

Course Code PP230

This course is offered as a follow-on course to *PP211 Multilateral Diplomacy*, page 171, by providing thematic applications to working in a multilateral environment to advance key U.S. government priorities. The focus of this training is: Civilian Protection and the Prevention of Mass Atrocities, responding directly to Presidential Study Directive 10 on the Prevention of Mass Atrocities and Genocide and the QDDR. The course draws from in-house and outside experts to explore the origins of U.S. policy priorities and current issues in the area of Civilian Protection and the Prevention of Mass Atrocities. It includes a simulation developed by the National Defense University providing a hands-on practicum for exploring best practices for using multilateral engagement to address issues of civilian protection and genocide prevention.

Course Objectives:

- To improve awareness of early warning indicators of atrocities and available tools when developing prevention and response strategies, in accordance with PSD-10 and the QDDR.
- To 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.
- To develop the skills necessary to pursue critical U.S. objectives in these areas while serving overseas, in Washington and/or in multilateral fora.
- To 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.
- To 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
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire (FS, CS) at the FO-04/01, GS-09/15 or equivalent levels whose current or future duties directly involve issues of civilian security, genocide prevention and human rights. Target audience includes DoS direct-hire officers posted to multilateral missions and those posted in countries at risk of atrocities. Other agency employees who meet the stated enrollment requirements and whose portfolio duties include interacting with multilateral actors or with responsibilities related to conflict prevention and the prevention of mass atrocities 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: 15/25

Population, Refugee and Migration Courses

Course Codes PP516, PP518 and PP528

See Political Training, pages 265-266.

Preparing for an International Organization Meeting

Course Code PP430

See Distance Learning, page 149.

Promoting Gender Equality to Advance Foreign Policy

Course Code PP226

See Political Training, page 266.

Promoting Human Rights and Democracy

Course Code PP530

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, 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
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ 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 DoS

direct-hire 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 stated enrollment 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).

Additional Information: Call 703-302-7184.

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

Minimum/Maximum: 15/30

Public-Private Partnerships

Course Code PP440

See Distance Learning, page 149.

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
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:

✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire (FS, CS) reporting officers, field officers and program managers at FO-04/01 or GS-09/15 levels whose current or future duties involve working with religious-orientated or faith-based organizations to promote U.S. objectives, or on issues in which religion-based communities play an important role, and those who supervise such activities. Other agency employees who meet the stated enrollment 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: Four days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Trafficking in Persons Awareness for Diplomatic Security Personnel

Course Code EX275

See Distance Learning, page 101.

General Information

The Domestic Programs

FSI language training aims to prepare individuals to live and work effectively overseas. A variety of programs are 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 Skill, (Generalists; Specialists, as applicable)

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 Yokohama and Seoul, as well as regional programs in China, The Middle East and North Africa.

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, six to eight hours per week at times convenient to them, under the guidance of a teacher/mentor. Communication takes place via email, online discussion board, online virtual conference room 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 (Farsi), Polish, Portuguese, Russian, Spanish and Urdu; intermediate French and Spanish; and advanced reading Arabic, Chinese, French, Polish, Portuguese, Russian and Spanish. Tradecraft courses are offered for consular officers in Chinese, Russian, Spanish, and for diplomatic security agents in Spanish. Conversion courses are available for Russian to Polish and Spanish to Portuguese. Arabic Express II and III, French and Spanish Listening Comprehension, German Comprehensive Online, French Online Spreaking and People to People-Advanced Russian 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: For languages other than French and Spanish, determining the start date for a non-beginner requires consultation with the Language Training Supervisor for that language. After consultation, individuals with prior proficiency in the language should register to begin training on any Monday appropriate for joining 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.

French and Spanish have specific start dates for non-beginners. Please consult the course catalog for the list of non-beginner start dates for French and Spanish.

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 and Tuitions" booklet. Questions about tuition rates should be directed to the FSI Budget Office at 703-302-7284.

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 prescheduled 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.

Winter Vacation Week:
December 24, 2014-January 2, 1015
December 24-31, 2015
December 26-30, 2016

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. 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.

For 32 to 44 week students who began language training in January or February only – Optional leave is granted for the week of July.

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 a Road Map* for their specific language program which contains 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 Admissions, page 2). For details of the registration procedure, see Admissions, page 1.

The School of Language Studies endeavors to accommodate all training requests. 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 low-volume languages taught by special arrangement. 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*
101	*Advanced ("Beyond-Three")*
111	*Intensive Language Conversion*
200	*FAST*
201	*Refresher*
210	*Language for Consular Training (Chinese Mandarin, Portuguese, Spanish)*
230	*Alert (DS only)*
300	*Early Morning*
401	*Reading Maintenance (Volume I)*
402	*Reading Maintenance (Volume II)*
410	*Introductory I (Part 1)*
411	*Introductory I (Part 2)*
412	*Introductory II (Part 1)*
413	*Introductory II (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*
441	*Language for Diplomatic Security Agents*
445	*People to People (Volume I)*
446	*People to People (Volume II)*
460	*Language Conversion (Part 1)*
461	*Language Conversion (Part 2)*
510	*Out and About*
700	*Part-Time Tutorial (by special arrangement only)*
800	*Full-Time Tutorial (reserved for Ambassadorial training)*
920	*Lab-Based Self Study*
950	*Field Schools–Overseas*
SR041	*Self Study Online Resource*
SR042	*Rosetta Stone*
SR043	*Mango for LE Staff*

Language Codes

The language codes currently in use appear below. Not every program is available in every language.

Code	Language
LAB	*Albanian*
LAD	*Arabic*
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*
LGW	*Gujarati*
LHE	*Hebrew*
LHJ	*Hindi*
LHU	*Hungarian*
LJN	*Indonesian*
LJT	*Italian*
LJA	*Japanese*
LCA	*Khmer (Cambodian)*
LSW	*Kiswahili (Swahili)*
LKE	*Kazakh*
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)*
LSJ	*Sinhala/Singhalese*
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)*
LTC	*Tamil*
LTH	*Thai*
LTU	*Turkish*
LUK	*Ukrainian*
LUR	*Urdu*
LUX	*Uzbek*
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*
LHC	*Haitian Creole*
LHS	*Hausa*
LJC	*Icelandic*
LKL	*Kinyarwanda*
LKU	*Kurdish (Sorani)*
LKM	*Kyrgyz*
LMN	*Malayalam*
LPJ	*Punjabi*
LSM	*Somali*
LTE	*Telugu*
LTJ	*Tibetan*
LUB	*Turkmen*

Domestic Programs

ALERT

Course Code L_230

Awareness, Language and Emergency Response Training is a short-term course for Diplomatic Security personnel. This experiential, task-based training will help security professionals develop job-specific language skill and maintain situational awareness in the Arabic- or Urdu-speaking world. This innovative language training is specifically tailored to meet the needs of Diplomatic Security professionals assigned to high threat posts.

Course offerings include:
LAD230 Arabic ALERT
LUR230 Urdu ALERT

Course Objectives:
- Speak and understand the basic language in order to establish and maintain personal relationships with native speaking counter parts while working in a security environment.
- Give participants basic Arabic language skills for working in a wide range of security related situations and scenarios.

OPM Competencies Addressed:
✓ External Awareness
✓ Oral Communication
✓ Resilience

FS Precepts Addressed:
✓ Foreign Language Skill (Generalists; Specialists as applicable)
✓ Knowledge of Foreign Cultures
✓ Oral Communication
✓ Public Outreach

Audience: Department of State direct-hire Diplomatic Security (FS, CS) personnel, in any employment category, assigned to work in high threat environment and who do not have enough time to be assigned to the full language course. To enroll, DoS apply online or through HR/CDA (see page 1).

Schedule: Courses are of ten- or twelve-weeks duration; classes begin as early as 7:30 a.m. or as late as 1:00 p.m. may end as late as 6:00 p.m.

Minimum/Maximum: 1/50

The Basic Courses: Long-Term Language 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.

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, and the Internet. Where available, commercial multimedia programs are integrated with classroom study.

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 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 Languages
S-3/R-3 Objective:
36 Weeks – German, Indonesian, Malay, and Swahili

Category III 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: 28-32 Weeks

Category IV Languages
S-3/R-3 Objective:
88 Weeks - Arabic, Chinese (Cantonese and Mandarin), Japanese and Korean
(See Overseas Advanced Training - The Field Schools, page 179)
(Second Year Cantonese is offered only in Washington, D.C.)

S-2/R-2 Objective: 44 Weeks
S-2/R-1 Objective: 32-36 Weeks
S-2/R-0 Objective: 32-36 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 Skill, (Generalists; Specialists, as applicable)
✓ Oral Communication

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 177, rather than the *Basic* course. 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: 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. Annual leave is only approved for exigent circumstances. 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 Skill, (Generalists; Specialists, as applicable)
✓Oral Communication

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.

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 a 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. It is not appropriate for non-beginners with a limited amount of available training time. To enroll, DoS apply through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Courses are of seven- or eight-weeks duration. They begin on start dates shown in the course catalog. Training is full-time, generally between the hours of 7:30 a.m. and 6:00 p.m., Monday through Friday.

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.

Course offerings include:
LAD300 Arabic Early Morning (Modern Standard)
LCM300 Chinese (Mandarin) Early Morning
LFR300 French Early Morning
LGM300 German Early Morning
LJT300 Italian 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
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 Skill, (Generalists; Specialists, as applicable)
✓ Oral Communication

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 a space-available basis. Other agency employees who meet the stated enrollment 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 through Friday mornings; 7:30 a.m. to 8:40 a.m.
Training is held at the Shultz Center, Main State or environs. Location is determined just prior to training start-date.

Minimum/Maximum: 3/6

Intensive Language Conversion Course

Course Code L_111

Intensive Language Conversion is for employees with proficiency level 3/3 or higher who wish to make rapid progress in learning a closely related language.

Course offerings include:
LHC111 Intensive French to Haitian Creole Conversion
LML111 Intensive Indonesian to Malay Conversion
LPY111 Intensive Spanish to Portuguese Conversion

Additional language conversion courses may become available.

Note: Shorter enrollment duration may be appropriate for non-beginners and employees who have completed *L_460/461 Online Language Conversion,* page 104. 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 Skill, (Generalists; Specialists, as applicable)
✓ Oral Communication

Prerequisite: Level Speaking-3/Reading-3 or higher proficiency in French/Indonesian/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 the language. DoS accompanying eligible family members who are 18 years or older are enrolled on a space-available basis. We advise you not to make "life-altering" changes until you are confirmed for training. Do not resign from your job, move to Washington, make child care arrangements, etc., until you have contacted the FSI Registrar to confirm that you have a space in a class and that you are formally enrolled in training. The FSI Office of the Registrar (phone: 703-302-6961) will have this information no earlier than 21 calendar days prior to the language training start date. Other agency employees who meet the stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. To enroll, DoS apply through HR/CDANon-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.

Minimum/Maximum: 1/20

Language for Consular Officers

Course Code L_210

Language for Consular Training courses assists limited non-career appointees at a certain speaking proficiency to acquire vocabulary and other language skills specific to consular work.

Course offerings include:
LCM210 Language for Consular Officers-Chinese (Mandarin)
LPY210 Language for Consular Officers-Portuguese
LQB210 Language for Consular Officers-Spanish

Course Objective:
- Acquire speaking, listening comprehension and reading skills specific to consular work.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Oral Communication

FS Precepts Addressed:
✓ Foreign Language Skill (Generalists; Specialists as applicable)
✓ Professional Development, including Active Learning

Prerequisite: Language proficiency at a certain speaking proficiency in the language. For additional information, contact FSILTU@state.gov or call 703-302-7125.

Audience: Department of State direct-hire LNA employees involved in the conduct of foreign affairs with a job, career or mission-related need for training who are assigned for short term language studies in preparation for an overseas assignment related to consular work. Other agency direct-hire LNA employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply through HR/CDA; non-DoS submit a funded SF-182 (see page 2).

Schedule: Up to two weeks; classes begin as early as 7:30 a.m. or as late as 1:00 p.m. may end as late as 6:00 p.m.

Minimum/Maximum: 1/6

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 Skill, (Generalists; Specialists, as applicable)
✓ Oral Communication

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. Language training is provided to DoS EFM's only on a space-available basis in existing classes. We advise you not to make "life-altering" changes until you are confirmed for training. Do not resign from your job, move to Washington, make child care arrangements, etc., until you have contacted the FSI Registrar to confirm that you have a space in a class and that you are formally enrolled in training. The FSI Office of the Registrar (phone: 703-302-6961) will have this information no earlier than 21 calendar days prior to the language training start date. Other agency employees who meet the stated requirements are enrolled on a reimbursable basis, their EFMs on a reimbursable, space-available basis. To enroll, DoS direct-hire FS employees and their EFM's apply through HR/CDA. Other agency employees and their EFM's submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.

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 may be offered overseas 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 Skill, (Generalists; Specialists, as applicable)
✓ Oral Communication

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 special 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.

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. 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 102-109.

Distance language courses make it possible to begin or continue language study at post. Students participate in the courses under the guidance of a Distance Learning Mentor, who is a native speaker of the language and acts as a resource to learning the language, rather than an active teacher. Students work six to eight hours per week on self-guided activities, and in some courses may also participate in group communication with other students. Communication methods vary by course, but may include email, discussion boards, chat rooms, online conferencing tools, 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 (Farsi), Polish, Portuguese, Russian, Spanish and Urdu; intermediate French and Spanish and advanced reading Arabic, Chinese, French, Polish, Portuguese, Russian and Spanish. Tradecraft courses are offered for consular officers in Chinese, Russian and Spanish, and for diplomatic security agents in Spanish. Conversion courses are available for Russian to Polish, and Spanish to Portuguese. Arabic Express II and III, French and Spanish Listening Comprehension, German Comprehensive Online, French Online Speaking, and People to People-Advanced Russian courses 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 Skill, (Generalists; Specialists, as applicable)
✓ Professional Development including Active Learning

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 CSD;

Non-DoS students submit a funded SF-182 (see page 2).

Additional Information: Contact the Curriculum and Staff Development Division, FSI/SLS/CSD, at 703-302-7279, FSISLSConsultation@state.gov or in the DoS Global Address List under FSI, SLS Consultation.

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.

Prerequisite: *Consultation: Learning Styles Diagnosis*, page 179.

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 CSD; Non-DoS students submit a funded SF-182 (see page 2).

Additional Information: Contact the Curriculum and Staff Development Division, FSI/SLS/CSD, at 703-302-7279.

Schedule: By appointment.

Minimum/Maximum: 1/1 (Groups by special arrangement.)

Testing

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 (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. LTU also offers live digital video conference tests in lieu of field tests at posts where appropriate equipment is available. FSI-based testing teams administer DVC tests.

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 requirements. (See Accreditation/Certification for information, page 1.)

Note: The number of semester hours available for CREDIT recommendation depends on the language and student's Proficiency Exam score. Visit the ACE Web site at http://www.acenet.edu 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 http://fsicsapps3.fsi.state.gov/CTT/Register. 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 703-302-7152. Requests must be fully executed two weeks prior to the test date.

Employees at Post should schedule their field tests or video conferencing 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.

Additional Information: Contact the Language Testing Unit, FSI/SLS/LTU, at 703-302-7125.

Cancellation Policy: Requests for cancellations must be made at least two full working days (i.e., days excluding weekends and federal holidays) before the test date.

Strong leadership skills are essential to any successful organization. The Leadership and Management training toolkits 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.

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
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees at the FS-04; GS-09 level or higher. Other agency employees who meet the stated enrollment 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

7 Habits of Highly Effective People

Course Code RP298

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
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:

✓ Active Listening
✓ Decision-Making and Judgment
✓ Innovation
✓ Professional Standards

Prerequisite: A professional-level competency in English at the 4/4 level is required.

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

Schedule: Four days; 8:30 a.m. to 4:00 p.m.

Note: This course is offered at the regional training centers and may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 10/20

Ambassadorial Seminar

Course Code PT120

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 agrement 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.

Additional Information: Call 703-302-7470.

Schedule: Two weeks; 8:30 a.m. to 5:00 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 stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Workshops will vary from one- to two-days.

Minimum/Maximum: 10/30

Change Management

Course Code RP285

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:
- Define a successful organizational response to change.
- Describe the four stages of the change grid.
- Identify behaviors associated with change.
- Develop 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
✓ Team Building

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 stated enrollment 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).

Schedule: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

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 direct-hire Civil Service Mentoring Program selectees. Each mentor-mentee pair should attend the same workshop. Other agency employees who meet the stated enrollment 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: 30/50

Coaching and Collaboration

Course Code RP272

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:
- Identify how to work with individuals to identify issues.
- Distinguish different points of view.
- Identify different concerns and priorities.
- Apply brainstorming solutions.
- Select the solution.

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

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Communicating with Congress: Briefing and Testifying

Course Code PT302

This professional development session helps 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 in grades FS-02 or GS-14 or higher. Other agency employees who meet the stated enrollment 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: 10/15

Conflict Management

Course Code RP274

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:
- Identify your preferred response to conflict.
- Diagnose a conflict situation in order to determine the most appropriate conflict management strategy.
- Apply insights about conflict to real-life conflict situations.

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
✓ Team Building

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Crisis Leadership

Course Code PT303

This seminar will help leaders identify and practice skills in crisis situations that will strengthen their performance and performance of their teams overseas. Participants will learn critical lessons in communication under exceptional and stressful circumstances, become familiar with available resources and explore strategies for managing 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 and Safety, including Management of Sensitive and 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 stated enrollment 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: 10/30

Crisis Management Exercise, Overseas

Course Code PD533
Classroom/DVC

The *Crisis Management Exercise* is a post-specific tabletop exercise designed for a Mission's Emergency Action Committee to assess their emergency preparedness planning, and guidance knowledge of State Department doctrine (12 FAH-1) and its post's Emergency Action Plan. The EAC reviews several simulated crises that could occur in country, such as civil unrest, natural disasters, mass casualty events or a deteriorating security situation. These scenarios provide an opportunity for the team to validate their preparedness for emergency response situations such as: personnel accountability; knowledge of trip wires and section roles and responsibilities; availability of emergency supplies; familiarity with emergency communications; functionality of the command center; and awareness of local resources. Post completes this course every 24-30 months (every 12-18 months at one year tour of duty posts).

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: Department of State primary and alternate members of the post's EAC, other key American staff, selected senior LE Staff. Other U.S. government agency employees who meet the stated enrollment requirements. 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:
DVC: Three-hour sessions. Dates/times to be announced.
Classroom: Four-hour sessions. Dates/times to be announced.

Crisis Management Military Exercise, Advanced

Course Code PD535

Students participate in a military exercise by assuming the roles of Country Team members at a simulated U.S. mission. During the exercise, they work directly with a Marine Expeditionary Unit to respond to an evolving crisis that typically results in a non-combatant evacuation. Working alongside representatives from other agencies, Department of State personnel have an opportunity to learn first-hand about the operations and capabilities of an MEU or related military personnel elements in areas such as humanitarian assistance, embassy reinforcement, evacuation and other 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 non-combatant evacuation for mission personnel and U.S. citizens 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.

Course Objectives:
- Gain an understanding of Marine Corps capabilities and procedures during a non-combatant evacuation to improve Department-DoD coordination in a crisis.
- Communicate Department of State policies and regulations to Marine Expeditionary Unit personnel in the context of a crisis.
- Improve problem-solving and decision-making skills in a crisis scenario.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building

Prerequisite: Experience with crisis management or as a country team member, at an overseas U.S. Mission.

Audience: Department of State Foreign Service Officers at the FS-02 or above assigned to North America (e.g., United States, Canada and Mexico). FS-03 officers with requisite experience will be considered on a case-by-case bisis. Other Department employees who are assigned overseas may apply, provided they can obtain transportation to the United States To enroll, contact CMT@state.gov.

Schedule: Please contact Crisis Management Training at CMT@state.gov for a current schedule, which is dependent on the training schedule of the military.

Location of Training: Varies, but typically takes place at Camp LeJeune, North Carolina; Ft. Bragg, North Carolina; Quantico, Virginia; Yuma, Arizona; and Camp Pendleton, California.

Minimum/Maximum: Varies depending on military requirements.

Crisis Management Overview, Overseas

Course Code PD534
Classroom/DVC

This course provides Crisis Management training to personnel stationed overseas. It explains how the Department of State and U.S. Missions manage crisis response and how students can effectively respond before, during, and after crises, personally and professionally. The material includes crisis management definitions and terminology, promotes familiarization with the Department's Emergency Planning Handbook and post's Emergency Action Plan and gives students an understanding of the role and function of the Emergency Action Committee.

OPM Competencies Addressed:
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ 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: Department of State: All Embassy personnel, including Americans and LE Staff. Other agency employees who meet the stated enrollment requirements. 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:
DVC: Ninety-minute sessions. Dates/times to be announced.

Classroom: Two-hour sessions. Dates/times to be announced.

Crisis Management Special Events Exercise

Course Code PD556
Classroom/DVC

This course offers students who have taken *PD555 Crisis Management Special Events Overview* the opportunity to apply skills learned in that course to participate in an interagency and interoffice exercise. The exercises can range, based on need and the skill level of the audience, from a four-hour tabletop exercise to a hands-on functional exercise. The target audience is State Department personnel, other U.S. government agencies, host national officials and other representatives involved in special events planning (i.e., Olympics, World Cup), preparation and response.

OPM Competencies Addressed:
✓ Conflict Management
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Crisis Management Skills
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other U.S. government agency employees, and, where appropriate, international school officials, U.S. citizen business personnel, counterparts from other foreign missions and local officials who are critical in assisting Post during a crisis. To enroll, apply online.

Additional Information: The point of contact for further information is FSI/LMS/CMT Amy Allen at 703-302-7356 or email at AllenAM@state.gov.

Schedule: Classroom/DVC: Four-hour sessions. Dates/times to be announced.

Crisis Management Special Events Overview

Course Code PD555
Classroom/DVC

This is the overview component of *PD556 Crisis Management Special Events Exercise*, which addresses crisis training to heighten the readiness level of specialized audiences, such as members of individual sections of U.S. missions, interagency groups, or other crisis partners who are critical in assisting posts during a crisis. The target audience is State Department personnel, other U.S. government agencies, host nation officials and other representatives involved in special events planning, (i.e. Olympics, World Cup) preparation and response.

OPM Competencies Addressed:
✓ Conflict Management
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Crisis Management Skills
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Public Outreach
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other U.S. government agency employees and, where appropriate, International School officials, U.S. citizen business personnel, counterparts from other foreign missions, and local officials who are critical in assisting post during a crisis. To enroll, apply online.

Additional Information: Contact FSI/LMS/CMT Amy Allen at 703-302-7356 or AllenAM@state.gov.

Schedule: Classroom/DVC: Two-hour sessions. Dates/times to be announced.

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 course is based on the bestselling book *Crucial Conversations*. 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 who want to use dialog to address a real workplace problem. This program is not appropriate for employees who lack current workplace problems to solve (e.g., new employees).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 in the interagency, 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 resources, 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 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 (see page 1).

Schedule: Three weeks; 8:30 a.m. to 5:00 p.m.
Week One: Offsite
Weeks Two and Three: Shultz Center

Minimum/Maximum: 15/30

Domestic Facility Emergency Management

Course Code PD549
See Distance Learning, page 110.

Emergency Action Committee

Course Code PD543
See Distance Learning, page 110.

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: Department of State direct-hire supervisors and managers of DoS direct-hire (FS, CS) employees. Other agency employees who meet the stated enrollment 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

Foreign Service National Leadership

Course Code RP401
Classroom/DL-Blend

This course is designed so participants can examine and adopt a variety of behaviors and effective communication techniques that empower them to build and maintain productive working relationships in their workplace, to deepen participants' awareness of themselves and others and strengthen their abilities to manage working relationships positively. Participants will gain insights in the application of interpersonal skills to achieve mission goals.

Course Objectives:
- Identify and apply ways to influence your working relationships with your American supervisors, your peers, and your staff by leading up, leading across and leading down.
- Implement behaviors that show you want to collaborate with your colleagues to achieve the mission's goals and be a trusted partner in the work of the mission.
- Display an awareness and control of interpersonal skills through emotionally intelligent behaviors.
- Recognize and demonstrate attitudes, beliefs, and values that contribute positively to the working relationship with your supervisors and colleagues.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Service Motivation
✓ Team Building

FS Precepts Addressed:
✓ Customer Service

✓ Oral Communication
✓ Team Building

Recommended Preparation: *RP248 FSN Supervisory Skills*, page 244.

Audience: Department of State direct-hire Foreign Service National employees at the FSN-07 or higher level who have demonstrated emerging leadership skills, self-discipline, discernment, initiative and solid English speaking and writing skills. Other agency employees who meet the stated requirements may enroll 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. To enroll, DoS apply and provide nominations online; Non-DoS submit nominations through funded SF-182 (see page 2).

Note: Supervisory approval must be through the American supervisor.

Schedule:
Classroom: Five days; 9:00 a.m. to 4:00 p.m.
Online: 40 hours over eight weeks.

Minimum/Maximum: Classroom: 10/24
Online: 10/22

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.
- Leverage workforce diversity to promote a positive work environment that draws on the talents of all employees.
- Apply sound performance management practices; setting goals, planning work, delegating tasks, monitoring progress and providing feedback.
- Interpret and apply the rules, regulations and best practices 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 or interested in learning new and better ways to supervise; this course fulfills the mandatory supervisory training requirement for newly appointed CS and FS employees but not the leadership training requirement. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable, space-available 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: 10/28

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 returnees from Afghanistan, Iraq, Pakistan, Libya and Yemen go through an Outbrief program – either in Washington or at an onward 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 has mandated that all employees, Civil and Foreign Service who spent more than 90 days in Iraq, Pakistan, Yemen, Libya 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.
- Share 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 have spent more than 90 days in Iraq, Pakistan, Yemen, Libya or Afghanistan are required to attend. Department of State direct-hire (FS, CS) employees serving at any high stress post are highly encour-

aged to attend. Other agency employees who meet the stated enrollment 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, select Fridays.

Note: For employees who cannot attend a regularly scheduled *MQ950* session, those who have specific issues to address, or those who desire to attend with a family member, a Special Session (*MQ951*) can be arranged.

Minimum/Maximum: 5/24

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, those who wish to have an individual session, or to those who receive the Outbrief 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 or FSI instructor. The class size is individual or small group. Please refer to *MQ950 High Stress Assignment Outbrief Program*, page 187 for a 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 have spent more than 90 days in Iraq, Pakistan, Libya, Yemen or Afghanistan are required to attend. Department of State direct-hire (FS, CS) employees serving at any high stress post are highly encouraged to attend. Other agency employees who meet the stated enrollment 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 FSITCOutbrief@state.gov.

Minimum/Maximum: 1/5

High Stress Assignments, Pre-Deployment Preparation for

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/default.asp.

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 stated enrollment 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 hours; Wednesday evening.

Minimum/Maximum: 5/20

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) employees whose work involves enlisting the collaboration of others. Other agency employees who meet the stated enrollment 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: 10/25

Leadership Fundamentals

Course Code RP277

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.
- Differentiate between "Situational Leadership" approaches.
- Define five bases of leadership power.

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
✓ Team Building

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the stated enrollment 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: One day; 9:00 a.m. to 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Leadership Skills, Advanced

Course Code PT210

Advanced Leadership Skills focuses on the skills, behaviors and attitudes necessary to effectively lead offices, sections, and programs. The course emphasizes the leadership role and responsibilities of a GS-15 and FS-01; the importance of serving as a positive role model of leadership behaviors; and the need to build competencies in establishing, developing and maintaining relationships that contribute to the fulfillment of work and missions. The course employs current leadership research, personal stories, case studies, interactive activities, discussions, simulations and 360-assessment to prepare the participants to be better able to meet the learning objectives.

Course Objectives:
- Lead and manage a workplace that is inclusive for all.
- Convey a personal leadership philosophy and vision.
- Demonstrate skills in the emotional intelligence domains of social awareness and relationship management.
- Leverage strengths to increase leadership capacity and work on areas of development.
- Establish partnerships with bosses, peers and direct reports.
- Set the tone for expected workplace conduct and performance and handle any issues promptly and appropriately.
- Lead change initiatives in a way that acknowledges and supports the impact on people.
- Use techniques of principled negotiation to foster collaboration applying appropriate breakthrough techniques, as necessary.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Developing Others
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Directing and Developing Performance
✓ Innovation
✓ Leadership and Management Training
✓ Openness to Dissent
✓ 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-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 stated enrollment 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, 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.
- 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.

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-13, 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 stated enrollment 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 leadership skills including understanding different leadership styles, developing and motivating others, managing performance and handling conflict. Through a review of current leadership practices and theories, self-assessments, case studies, role-plays and discussions, you will strengthen your insights and sharpen your leadership 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. This course includes a 360 Leadership Assessment.

Course Objectives:
- Recognize personal strengths and areas for development.
- Choose appropriate leadership behaviors in different work situations.
- Value and leverage differences.
- Motivate, support and assist the development of others.
- Give and receive feedback.
- Distinguish between and effectively address performance and conduct issues.
- Manage conflict and difficult behaviors in a proactive and constructive manner.

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 stated enrollment 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 at a High Threat Post

Course Code PT250

Leading effectively in a high threat situation requires self-awareness and awareness of others' needs coupled with specialized knowledge and skills. This 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 concrete practical exercises and 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 stated enrollment 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 days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/25

Leading Organizations through Change

Course Code PT308

This workshop addresses change from the vantage point of the leader or manager, and asks: how can one effectively introduce, implement, and sustain change? These may be changes that the leader wants to initiate, or, more often, they may be sudden organizational changes, such as the departure of personnel, a new presidential initiative, or new policy directions to shape and implement. This workshop is specifically designed to help leaders adapt their organizations to change, and use such changes to empower the work of their offices. Participants are asked to bring concrete issues to discuss with others in class.

Course Objectives:
- More effectively introduce change initiatives.
- Communicate throughout the change process.
- Support staff members through transition
- Sustain positive changes.

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-02 or GS-14 and above. Other agency employees who meet the stated enrollment 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 demystifies employee motivation and offers specific tools for enhancing motivation at all levels. The course materials include worksheets for diagnosing and addressing motivational problems.

Course Objectives:
- Learn the truth about incentive programs.
- Explore six intrinsic motivators that drive high performance.
- Apply the principles of job enrichment to at least one subordinate.
- Know how to diagose and address motivation 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 stated enrollment 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: 10/25

Managerial Problem Solving and Decision-Making

Course Code PT134

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.

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 stated enrollment 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: 10/25

Managing Up

Course Code RP278

This course provides students the basics of managing their relationships with their bosses and developing appropriate strategies for cooperative manager-employee relations.

Course Objectives:
- Identify characteristics of a successful working relationship with your supervisor.
- Develop skills in “managing up” by exploring best practices and tips.
- Understand ways to communicate, listen, give and receive feedback, and plan for new supervisor arrivals.
- Identify challenging types of behaviors and ways to manage them.

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
✓ Team Building

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Managing Up: Basic Skills and Tips

Course Code PT257

Communicating effectively with your manager is an essential skill for any employee. This course will provide you with an opportunity to assess your own and your manager's communication and work styles, and identify useful tools for managing any situation.

Course Objectives:
- Identify your perception of an ideal working relationship; analyze the gaps between the ideal and reality.
- Recognize the relationship with your manager as a partnership.
- Assess your and your manager's preferences, strengths, "blind spots," goals and pressures.
- Describe the importance of focusing on elements of the working relationship that you can influence or change.
- Practice communication techniques to effectively manage up.
- 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 stated enrollment 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 Up: Linking Support and Supervision

Course Code PK305
Classroom/DVC

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 the gaps between the ideal and realities of the working relationship with your supervisor.
- Identify differences in work style, preferences, and generational values that shape behavior in the workplace.
- Know how to adapt to your supervisor's style and preferences.
- Use strategies to improve communication with your supervisor.
- Plan for a more effective working relationship with your supervisor.

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 stated enrollment 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: 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:
- Define your ideal working relationship with your boss, and analyze the gaps between the ideal and reality.
- Assess your manager's strengths, "blind spots," goals and pressures, and identify commonalities and differences between you and your manager.
- Determine the elements of your working relationship with your manager that you can influence and/or change.
- Discuss department policy on workplace violence and bullying behaviors.
- Practice effective communication skills for managing up, including providing feedback to your manager.
- Identify strategies for working through challenging situations with managers.
- Develop a plan for creating and maintaining an effective 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 or GS-09 level or higher. Other agency employees who meet the stated enrollment 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

Motivation

Course Code RP279

This course provides students the basics of motivation theories, understanding what motivates individuals at work and managing to motivate.

Course Objectives:
- Discuss what factors motivate people.
- Analyze what motivates employees.
- Look at formulas for motivating performance.
- Discuss how to effectively use your position to motivate employees.

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
✓ Team Building

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

National Security Executive Leadership Seminar

Course Code PT330

The National Security Executive Leadership Seminar 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. The course explores critical challenges to American interests and the leadership skills needed for success in the interagency environment. Participants are exposed to senior-level officials from across the national security arena, engage in high-level policy discussions, and learn from one another's professional experiences.

Course Objectives:
- More effectively contribute to the national security policy formulation process.
- Analyze national security challenges and opportunities from a long-term perspective.
- More effectively collaborate across agency lines.
- More effectively lead interagency teams.

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, you will be required to complete additional course work, attaining a passing grade. Please contact Rebecca Dunham at 703-302-7136 and/or DunhamRJ@state.gov for specific requirements. (See Accreditation/Certification for information, page 1.)

Recommendation: In the graduate degree category, three semester hours in Homeland Security or Political Science.

Audience: Department of State (FS, CS) employees at the FS-01; GS-15 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, all participants must be nominated by their bureaus or agencies. Once applicants have been notified of their selection, DoS apply online for the section for which they were selected; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Call 703-302-7178.

Schedule: A series of five monthly two-day sessions followed by one-day capstone; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 22/30

No FEAR Act Training

Course Code PT401

See Distance Learning, page 112.

Operations Center Task Force

Course Code PD440

See Distance Learning, page 112.

Overcoming Boundaries: Working Effectively Across Office and Agency Lines

Course Code PT307

This workshop presents concepts and techniques that will increase your capacity to be more effective in working across organizational boundaries in pursuit of agency or bureau goals. Specifically, it explores the causes of "turf battles" and ways to mitigate them in the interagency and inter-office environment. Participants will share insights and best practices from experience in pursuit of collaborative and effective solutions to specific challenges. As such, participants are encouraged to bring concrete issues to discuss with others in the class.

Course Objectives:
- Recognize and analyze territorial behavior in the workplace.
- Identify techniques to mitigate negative territorial behavior.
- Apply these techniques to participants' own workplace challenges.

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-02; GS-14 level or above. Other agency employees who meet the stated enrollment 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: 8/25

Overseas Supervisory Workshop

Course Code PT240

Each workshop provides supervisory and management training for overseas staff who supervise American FTE employees and who have not taken supervisory training. The workshop introduces supervisors to the requirements, tools and skills needed to manage the performance of others in the Department of State. The focus is on enhancing supervisory skills and knowledge, addressing supervisory challenges, and improving work relationships with subordinates, peers and managers. Course will include one-on-one and group mentoring sessions led by current and retired Senior Foreign Service Officers.

Course Objectives:
- Recognize strengths and areas for improvement as managers of people.
- Diagnose individual and team development levels and use appropriate leadership responses for different situations.
- Apply sound performance management practices, from setting expectations and drafting effective Work Requirements Statements, to delegating and monitoring, to providing verbal feedback.
- Communicate effectively when giving direction, providing support, and structuring conversations.
- Determine the elements of a well-written Employee Evaluation Report.
- Differentiate between conduct and performance issues and propose thoughtful actions to address them.
- Identify strategies for following EEO guidelines and creating workplace inclusiveness.
- Effectively build and maintain productive working relationships with supervisors.
- Identify strategies for collaborating effectively with interagency teams.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Developing Others
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Leadership and Management Training
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Standards
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Workplace Perceptiveness
✓ Written Communication

Audience: Department of State direct-hire (FS, CS) employees who are current, first-time supervisors of American FTE employees. Since this workshop focuses on supervisory skills, employees who have taken *PT230 Fundamentals of Supervision*, page 187, will not be eligible. To enroll, selection of participants will be managed by HR.

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

Minimum/Maximum: 20/25

Policy Roundtables

Course Code AR321

The Policy Leadership Division of the Leadership and Management School, upon request from the senior leadership of regional and functional bureaus, coordinates and executes policy roundtables and seminars to address mid-and long-term foreign affairs challenges. Focusing on analysis of international political, economic, environmental and security issues, these events expose State Department and other interagency foreign policy practitioners to concepts from outside of government (e.g. academia, non-government organizations, private sector, think tanks) to help inform policy formulation and decision-making processes. These events are typically one-day in length and are designed to enhance leadership skills in foreign affairs analysis and policy formulation.

For more information, please contact Tim Wray (WrayDT@state.gov/703-302-6951) or Dr. Joe Domask (DomaskJJ@state.gov/703-302-6944). Additional information is available on the DoS OpenNet, FSI/LMS/PLD Web Page at http://fsi.state.gov/FSI/LMS.

Senior Executive Threshold Seminar

Course Code PT133

The *Senior Executive Threshold Seminar* is designed to prepare newly promoted Senior Foreign Service officers and Senior Executive 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 for 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 stated enrollment 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

This seminar is two weeks in duration. The first week of the seminar is held on the FSI campus and the second week is held offsite. Participants will spend five days and four nights at the offsite location. Lodging and meals are provided by FSI as is roundtrip transportation between FSI and the offsite location.

Minimum/Maximum: 15/30

Team Building

Course Code RP282

This course provides students with 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
✓ Team Building

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 10/25

Team Building and Team Dynamics

Course Code RP382

This course gives participants a forum to learn about group dynamics and opportunities to promote team work in their post- or region-specific environment. They participate in different types of team building exercises to learn techniques and discover applications at work.

Course Objectives:
- Identify types of team settings.
- Analyze inner workings of a team.
- Recognize effective behaviors for working as a team member.
- Apply tools for facilitating interaction.
- Build a work team.

OPM Competencies Addressed:
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging diversity
✓ Problem Solving
✓ Team Building
✓ Vision

FS Precepts Addressed:
✓ Adaptability
✓ Professional Standards
✓ Team Building

Prerequisite: Students must have a working-level competency in English at the 3/3 level.

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the stated enrollment 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: Two days; 9:00 a.m. to 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Team Building for Results

Course Code PT136

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:
- Describe and use key team and group concepts to foster effective teamwork.
- Assess a teams' performance in terms of task and maintenance behaviors.
- Explore how unexamined assumptions can impact team performance.
- Identify the right balance between team planning and execution.
- Recognize where a team falls on the four stages of group/team development.

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 stated enrollment 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: 12/16

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 direct-hire (FS, CS) employees at the GS-15; FS-01 level. Other agency employees who meet the stated enrollment 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. Students complete assessment and then meet with instructor.

Time Management

Course Code RP283

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.
- Resolve interruptions effectively.
- Identify tasks that can be delegated.
- Employ flexibility in dealing with crises.
- Recognize 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
✓ Team Building

Prerequisite: Students must have a working-level competency in English at the 3/3 level.

Audience: Department of State direct-hire (FS, LE Staff) who are located at overseas posts. Other agency employees who meet the stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 10/24

Understanding the Interagency

Course Code PT331

This course focuses on improving individuals' ability to collaborate in the interagency on a broad range of policy issues. It is designed for mid-level professionals from throughout the U.S. government who are already working with interagency partners.

Course Objectives:
- More effectively contribute to the national security policy formulation and implementation process.
- More effectively navigate differing U.S. government agency cultures.
- More effectively collaborate and communicate across agency lines, including with counterparts at DoD, USAID, State bureaus, the intelligence community, and OMB, and with Congressional staffers.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Influence/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering

FS Precepts Addressed:
✓ Active Learning
✓ Critical Thinking
✓ Institutional Knowledge
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Relationship Building and Representational Skills
✓ Workplace Perceptiveness

Recommended Preparation: One year experience working in Washington and less than 10 years of U.S. government experience.

Audience: Department of State direct-hire (FS, CS) employees at the GS-12/13 level, tenured FS-04, or FS-03 level currently working on national security and foreign policy issues that cross agency boundaries or their career path will require them to do so in the near future. Other agency employees at the GS-12/13, tenured FS-04/03, or O-03 level military officers who meet the stated enrollment requirements may attend on a reimbursable basis. Participation is by invitation only. Upon receipt of invitation, 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

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 seven subsections:

- Acquisition, Contracting and Procurement Training, page 197.
- Facility Management Training, page 202.
- Financial Management Training, page 208.
- General Services Operations Training, page 221.
- Human Resources Management Training, page 225.
- Logistics Management Training, page 233.
- Management Tradecraft Training, page 241.

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 and 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.

OPM Competencies Addressed:

✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:

✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Standards
✓ Written Communication

Recommended Preparation: *PA247 FSN Commercial Acquisitions*, page 199, *PA229 Simplified Acquisition Procedures*, page 115, or *PA221ACQ Acquisitions*, page 199, is highly recommended.

Prerequisite: A professional-level competency in English at the 4/4 level.

Audience: Primarily Department of State direct-hire LE Staff who have stated procurement responsibilities in their work requirements; although DoS Foreign Service Officers may attend on a space-available basis. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable, 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: Five days; 9:00 a.m. to 4:00 p.m. For training offered in Washington D.C., it is recommended that students be allowed an additional two days 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.

Successful completion of *PA178* enables students to meet the 40 hour training requirement for Level 2 FAC-COR certification (or re-certification) training. Please note that there are also experience requirements for FAC-COR certification.

Experience Requirements for FAC-COR Certification			
Level	Level 1	Level 2	Level 3
Initial Training Hours/CLPs	8	40	60
Government Experience	6 months	12 months	24 months
COR Experience	N/A	12 months	12 months
Refresher Training Hours/CLPs	8	40	40

For a complete description of the FAC-COR certification program, see the OPE PIB 2012-15 Revised FAC-COR Program for CORs and GTMs. Questions on the PIB should go to A/OPE Dorice Kenely at KenelyDM@state.gov.

If you do not meet the Level 2 experience requirements you will be certified at Level 1. Instead of taking this week long *PA178* course, consider meeting the eight-hour initial training requirement for Level 1 Certification, by taking the Federal Acquisition Institute (www.fai.gov) COR course, *FCR 100* (7 CLP) and another FAI course. *FAC 022 Combating Human Trafficking* (1 CLP) or *FAC 018 Green Purchasing* (2 CLP) is recommended.

Course Objectives:

- Explain the roles and responsibilities of each of the members of the procurement team.
- Use the rules of ethical conduct during each phase of procurement process.
- Explain the COR role in increasing competition and conducting market research.
- Recommend the appropriate type of acquisition process and contract type for a specific acquisition.

- Design a contract administration plan to effectively administer, monitor and closeout a contract.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Written Communication

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

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) current and future CORs/GTMs, COs and DoS direct-hire employees participating in the procurement process. Other agency employees who meet the stated enrollment 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

Contracting Officer's Representative and Government Technical Monitor Training

Course Code PA398

This course will provide instructor-led training for Contracting Officer's Representative and Government Technical Monitor practices in the Department through discussion of recent developments, recommendations for best practices, and training resources. Training is designed for Department of State employees who are designated as CORs and GTMs.

Course Objectives:
- Review and discuss current COR and GTM, practices and trends, with an emphasis on how these developments can be used to increase efficiencies in the Department's procurement administration operations.
- Identify common issues in the COR and GTM field and discuss practical solutions.
- Enhance the effectiveness of the Department's procurement administration operations by demonstrating state-of-the-art best practices in public industry.
- Listen to speakers from public and private industry and academia share information on current trends in procurement administration.
- Identify opportunities for students to further their professional development within the procurement administration field.
- Answer frequently asked questions and provide insight into policies and procedures for procurement administration.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Written Communication

Prerequisite: Working in COR and GTM field for the Department of State.

Audience: Department of State direct-hire (FS, CS, LE Staff) and eligible WAE who are in pay status and who are assigned at posts and have the responsibility for logistics and supply chain management functions. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Registration is by invitation only. The GSO Training Team in A/LM will contact invited students directly.

Additional Information: Contact Angela Watson, A/LM/PMP at 703-875-5343 or by email at WatsonAM@state.gov.

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

Minimum/Maximum: 150/300

DS Contracting Officer's Representative

Course Code PA578

This course provides training in the responsibilities and duties of a Contracting Officer's Representative who will be managing a Local Guard Force and other security related contracts overseas. This course takes the student through various phases of procurement including: pre-solicitation, solicitation, evaluation, negotiation, contract administration and closeout. Examples and exercises primarily focus on managing a Local Guard Contract and other security related programs overseas.

Course Objectives:
- Identify your roles and responsibilities in managing the Local Guard Force.
- Explain the acquisition process.
- Explain the roles and responsibilities of each of the members of the Procurement Team.
- Use the rules of ethical conduct during each phase of procurement process.
- Explain your roles and responsibilities at each phase of the procurement process.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Written Communication

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

Corequisites: Must be currently enrolled in *OT101 Regional Security Officer Course* unless special permission is granted by the DS Training Center's Registrar's Office, 703-204-6100 or DSTCRegistrarOffice@state.gov.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State Bureau of Diplomatic Security direct-hire employees (FS, CS) who are or may be designated as a COR in an overseas environment. To enroll, apply online or through HR/CDA (see page 1).

Note: Individuals who will be designated as a COR domestically is recommended to take *PA178 Contracting Officer's Representative*, page 197.

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

Minimum/Maximum: 12/20

Foreign Service National Commercial Acquisitions

Course Code PA247

This class is designed for Locally Employed Staff whose duties include procurement of goods and services up to the simplified acquisition threshold of $150,000. 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 used for 40-hours of training required to request an individual purchase card transaction limit of up to $25,000.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Standards
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: A professional-level competency in English at the 4/4 level and familiarity with English vocabulary used in the business environment.

Audience: Primarily Department of State direct-hire LE Staff who have procurement responsibilities in their work requirements; however, DoS Foreign Service Officers are eligible to attend on a space available basis. Other agency employees who meet the stated enrollment 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: Five days; 9:00 a.m. to 4:00 p.m. For training conducted in Washington D.C., it is recommended that students be allowed an additional two days for consultations. These days must be fully funded by post.

Minimum/Maximum: 10/22

Fundamentals of Contractor-Held Property

Course Code PA478
See Distance Learning, page 112.

GSO—Acquisitions

Course Code PA221ACQ

The course provides basic training in overseas contracting and procurement for General Service Officers. Instructors introduce students to the applicable regulations and procedures and guide them through case studies, role-plays and other practical exercises. 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 effective procurement operations. Successful performance on the acquisitions exams qualify the student to apply for a contracting officer's warrant issued by A/OPE at the request of the new post. This course is a module of *PA221 General Services Operations* course, page 221.

Note: Students seeking overseas warrant refresher training should consider *PA340 Overseas Contracting Officer Update Training,* page 114, rather than this course, which is intended for the first time warrant applicant.

Course modules include:
PA297 Purchase Card Self-Certification Training *4 hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Articulate Federal Acquisition Regulations.
- Apply Simplified Acquisition Procedures.
- Define procurement methods.
- Prepare solicitations and formal contracts.
- Modify contracts.
- Explain federal acquisition procedures to customers.
- Explain procedures for Secure Procurements.
- Use the ILMS Ariba procurement application.
- Identify offices that support procurement operations at post.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Developing Others
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Public Service Motivation
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Vision
✓ 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 Development
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Recommended Preparation: *PA313 Essentials of Overseas Management*, page 242.

Prerequisite: Professional-level competency in English at the 4/4 level and complete familiarity with PCs including MS Windows, MS Word, MS Excel, SharePoint and the Internet.

Exam Requirement: To complete this course successfully, students must pass two modular exams with a score of 80% or better.

Audience: Department of State direct-hire employees (FS, CS) 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. LE Staff attending this course will likely have already attended function-specific training for LE Staff on contracting and procurement. 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 stated enrollment requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff or EFMs employed at post 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, and a signed DS-755. Email completed package to MTT at 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 stated enrollment 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. Homework, team projects or reading will be assigned for the remainder of the daily working hours.

Minimum/Maximum: 10/36

How to be a Contracting Officer Representative

Course Code PA296
See Distance Learning, page 113.

Mission Support Planning (DAU DL Contracting Course)

Course Code EX100
See Distance Learning, page 113.

Overseas Contracting Officer Update Training

Course Code PA340
See Distance Learning, page 114.

Purchase Card, Advanced

Course Code PA288

Purchase Card Advanced Training utilizes role-playing exercises to teach students how to effectively resolve Bureau or Post program challenges. Day one of the course begins with a condensed overview of the Purchase Card program highlighting areas where problems may surface including: program roles and responsibilities, the interface between participants including the GSO and the billing official (FMO), the seven steps in the buying process, authorized and unauthorized purchases, the monthly reconciliation process, program administration, financial management, disputes and credit card fraud. On day two students learn how to apply best practices and new problem solving strategies to meet program challenges through role playing exercises and panel discussions. To obtain credit for this course, all attendees must participate in the role playing exercise focusing on problem definition and resolution. The role playing exercise takes the place of a written exam.

Course Objectives:
- Define the basics of the Purchase Card program including program benefits, individual responsibilities and the 7 steps in the buying process.
- Identify major challenges and their potential impact on the Bureau or Post Purchase Card program.
- Build problem solving skills and strategies to address challenges and improve program administration and apply best practices to solve specific Purchase Card issues.
- Obtain a better understanding of individual participant responsibilities and how to use a team approach to solve program related issues and improve Purchase Card operations.
- Introduce new tools to enhance program administration and oversight and protect a program from fraud and potential attacks by outsiders "phishing" for sensitive card information.
- Identify the importance of the reconciliation process and the responsibilities of each participant.
- Develop disputing strategies, responsibilities and ways to effectively track disputes from start to finish.
- Discuss the importance of the Annual Review and how to prepare for a review or audit.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

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

Prerequisite: More than six months of actual program experience or:
- If Cardholders or Approving Officials: *PA297 Purchase Card Self-Certification Training*, page 114 or *PA287 Purchase Card Basics*, page 201.
- If Program Coordinators: *PA299 Purchase Card Program Coordinator Training*, page 114 or *PA287 Purchase Card Basics*, page 201.
- If Billing Officials: *PA300 Purchase Card Designated Billing Official Training*, page 120.
- *PA287 Purchase Card Basics Training*, page 201.
- All students must have English at the 3/3 level.

Audience: Department of State direct-hire (FS, CS, LE Staff, eligible WAE) employees. Experienced Cardholders, Approving Officials, Program Coordinators and Budget Officials and those involved in the reconciliation of the Post invoice are strongly encouraged to attend. Other agency employees who meet the

stated enrollment 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)

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

Minimum/Maximum: 7/18

Purchase Card Basics

Course Code PA287

Purchase Card Basics is a highly intensive course which provides participants with a solid overview of the Purchase Card program from A – Z. Topics include: key players, roles and responsibilities, the seven steps in the buying process, authorized and unauthorized purchases, reconciling cardholder statements and the centrally billed invoice, accessing on-line statements and invoices and use of other e-tools, administration of the program, card functionality and card controls, card set-up, account maintenance and cancellation procedures, financial management of the Purchase Card program, disputes, credit card fraud and new program initiatives.

Course Objectives:

- Identify the major benefits of using the Government Purchase Card, Payment Card and/or related products and the regulations, policies and internal controls to prevent misuse and abuse.
- Discuss individual Bureau or Post responsibilities of each participant in the program including Cardholders, Approving Officials, Designated Billing Officials and Program Coordinators and the interrelationship between each of the participants.
- Build problem solving skills and strategies to address challenges and improve program administration and apply best practices to solve specific Purchase Card issues.
- Identify the 7 Steps in the buying process and perform each of the steps with confidence including developing a sound procurement request, considering mandatory sources of supply and services, maintaining a monthly Buying Log and supporting documentation and reconciling the monthly Cardholder Statement of Account (Cardholders) or the monthly Post Invoice.
- Identify the appropriate forms to use to set-up an account, perform maintenance (changes) on an existing account or cancel a Purchase Card account.
- Define the Annual Review process and its importance for each participant.
- Dispute a transaction if goods and services are defective, not received or in cases of fraud and notify the appropriate personnel.

OPM Competencies Addressed:

✓ Accountability
✓ Creativity and Innovation
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:

✓ Customer Service
✓ Decision-Making and Judgment
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Team Building

Prerequisite: All students must have English at the 3/3 level.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are new to the Purchase Card program or for those desiring an in-depth review of the basics including prospective or existing Cardholders, Approving Officials, Program Coordinators and Budget Officials (FMOs/Voucher Examiners). Other agency employees who meet the stated enrollment 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)

Additional Information: Contact Margaret Colaianni, A/LM/AQM/BOD, at 703-516-1688 or ColaiannMA@state.gov.

Schedule: Three days; 9:00 a.m. to 4:00 p.m.
Minimum/Maximum: 7/18

Purchase Card Program Coordinator Training

Course Code PA299

See Distance Learning, page 114.

Purchase Card Self-Certification Training

Course Code PA297

See Distance Learning, page 114.

Simplified Acquisition Procedures

Course Code PA229

See Distance Learning, page 115.

Special Contracts Workshop

Course Code PA255P

This workshop covers the unique aspects of architect engineering and construction contracts. The course discusses the process for awarding A/E contracts under the Brooks Act, the six percent A/E statutory fee limitation, special aspects of A/E and construction contract administration, bonds and preconstruction conferences.

Course Objectives:

- State the unique aspects of awarding architect-engineer contracts, such as the Brooks Act requirements and 6% fee limitation.
- Exhibit an understanding of liquidated damages, bonds, insurance, pre-construction conferences, progress payments and differing site conditions as used in construction contracts.
- Explain the solicitation and contract administration process for the Locally Employed Staff health insurance contract, focusing on aspects of the process which are required by the Office of Overseas Employment in the Bureau of Human Resources.

OPM Competencies Addressed:

✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:

✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Persuasion and Negotiation
✓ Written Communication

Prerequisite: A professional-level competency in English at the 4/4 level. *PA247 FSN Commercial Acquisitions*, page 199, and *PA252 Contract Administration Workshop*, page 197; or *PA221ACQ Acquisitions*, page 199 or demonstrated experience in the basics of contract award and administration.

Audience: Primarily Department of State direct-hire LE Staff who have contracting responsibilities, although DoS Foreign Service Officers may attend on a space-available basis. Other agency employees who meet the

stated enrollment requirements may attend on a space-available, reimbursable basis. 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.

Minimum/Maximum: 15/25

Web.PASS Procurement Training

Course Code PA421, 422, 425
See Distance Learning, page 115-116.

Facility Management Training

Building Automation Systems

Course Code PA522

This course is designed to instruct the student in the principles of Heating, Ventilation and Air Conditioning building automation systems and controls. The course provides an overview of the 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 203.

Course Objectives:
- Describe the major components of an HVAC system.
- Summarize the function of various building systems input/output devices.
- Describe basic building automation architecture.
- Outline key concepts associated with programming a Building Automation System.
- Explain equipment control strategies.
- Apply basic BAS troubleshooting principles.
- Describe the purpose for testing and balancing the air distribution network.
- Summarize the basics of third-party BAS interfacing.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ 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 direct-hire (FS) Facility Management Specialists, particularly those embarking on a first tour.

Secondary: DoS direct-hire (FS) construction engineers and DoS direct-hire (LE Staff) facility managers or supervisors at the FSN-08 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, FS may contact HR/CDA; LE Staff submit a training request to the Registrar's Office fax 703-302-7152. Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact the course manager at FSIMGTTR@state.gov for details.

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

Minimum/Maximum: 8/10

Electrical Power Generation for Facility Managers

Course Code PA524

This course is designed to familiarize facility managers with the theory and operation of onsite power generation. Areas of emphasis include the types and configuration of generators, impact on the facility and the principles of troubleshooting. Topics covered included: single and parallel generator sets, various types of electrical loads (apparent/reactive/power-factor), testing/adjusting/troubleshooting generators sets and preventative maintenance. A lab area is provided to demonstrate practical troubleshooting techniques. This course is a module of *PA521 Facility Manager Tradecraft,* page 203.

Course Objectives:
- Define the major components of a generator set.
- Describe the different configurations of generator installations.
- Outline the impact of various electrical loads on the generator.
- Summarize key components of an effective preventative maintenance plan.
- Apply basic troubleshooting principles.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ 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 direct-hire (FS) Facility Management Specialists, particularly those embarking on a first tour.

Secondary: DoS direct-hire (FS) construction engineers and DoS direct-hire (LE Staff) facility managers or supervisors at the FSN-08 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, FS may contact HR/CDA; LE Staff submit a training request to the Registrar's Office, fax 703-302-7152. Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact the course manager at FSIMGTTR@state.gov for details.

Schedule: Five days; 8:00 a.m. to 4:00 p.m. This course will be held in multiple locations within the Washington, D.C. metropolitan area.

Minimum/Maximum: 8/10

Elevator Maintenance Management

Course Code PA535

This course will provide Facility Management Staff with the knowledge, skills and confidence to manage vertical transportation systems (elevators, dumbwaiters, etc.) in Department of State owned and leased overseas facilities. The course addresses Department policy, FAM requirements and is modeled upon the American Society of Mechanical Engineers A17-1 Safety Code for Elevators and Escalators. Instructors will introduce students to applicable Department requirements and industry procedures. This course identifies the essential duties and responsibilities of post to establish and manage an effective vertical transportation program. Students will also learn of OBO programs that provide support to post. Upon completion of this course, students will have the skills and ability to execute and support OBO's Elevator Management Program's mission; to ensure vertical transportation systems are safe, secure and reliable.

Key areas of study include service contracts; recordkeeping; policy; accident reporting and investigation; emergency rescue; natural disaster response; safety inspection and testing; preventative maintenance and repair; and OBO's Elevator Management Program resources. Course content will vary from year-to-year, depending on Department initiatives and the needs of the participants.

Course Objectives:
- Identify regulations, policies and standards that affect DOS managed vertical transportation systems.
- Outline available resources to ensure vertical transportation systems are safe, secure and reliable.
- Summarize the administrative elements of an effective vertical transportation maintenance plan.
- Summarize the technical elements of an effective vertical transportation maintenance plan.
- Discuss vertical transportation security management.
- Describe the critical requirements for emergency safety procedures.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Decisiveness
✓ Problem Solving
✓ Public Service Motivation
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Crisis Management Skills
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: *PA485 Introduction to Safety, Health and Environment* and *PA486 Personal Protective Equipment*, page 117.

Prerequisite: A working-level competency in English at the 3/3 level.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 70% or better.

Audience: Department of State direct-hire (FS, CS, LE Staff) Facility Managers and Locally Employed Staff with direct responsibility for managing or maintaining post's elevators. Other agency employees who meet the stated enrollment 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).

Additional Information: Contact the course manager at FSIMGTTR@state.gov.

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

Minimum/Maximum: 3/30

Facility Manager Tradecraft

Course Code PA521

This course provides basic training in overseas facilities management operations and the functions of the Overseas Buildings Operations 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 of fire alarm systems, physical security, electrical power generation, heating ventilation and air conditioning systems, building automated systems and specific training for overseas facilities management.

Course modules include:

PA522	*Building Automation Systems*	*10 days*
PA523	*HVAC Fundamentals for Facility Managers*	*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**
PA489	*OBO Security Classification Guide Training*	*3 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.

Course Objectives:
- Outline the Directorates, key offices and programs within the Bureau of Overseas Buildings Operations.
- Identify funding sources for facilities management operations.
- Apply strategies to manage post's heating ventilation and air conditioning system(s).
- Describe the Facility Manager's roles and responsibilities for maintaining Forced-Entry/Ballistic-Resistant doors and windows.
- Summarize technical espionage and counterintelligence issues that affect facility management.

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 *PA221 General Services Operations*, page 221 and *PA313 Essentials of Overseas Management*, page 242 in conjunction with *PA521 Facility Manager Tradecraft*, page 203. Students must have a professional-level competency in English at the 4/4 level.

Audience:
Primary: Department of State new direct-hire (FS) Facility Management Specialists although second or third tour FMs might benefit from this course.

Secondary: DoS direct-hire (FS) construction engineers and DoS direct-hire (LE Staff) facility managers or supervisors at the FSN-08 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, FS may contact HR/CDA; LE Staff submit a training request to the Registrar's Office 703-302-7152. Non-DoS submit a funded SF-182 (see page 2).

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*, page 221.

Additional Information: Contact the course manager at FSIMGTTR@state.gov for details.

Schedule: Seven weeks; either 8:00 a.m. 9:00 a.m. to 4:00 p.m, depending upon each week's specific schedule. Training is held at multiple locations within the Washington, D.C. metropolitan area.

Minimum/Maximum: 8/20

Facility Management Tradecraft, Advanced

Course Code PA527

This course will provide facility management professionals with the opportunity to increase their professional and technical knowledge, share best practices, and learn about developments in the field of facility management. Subject Matter Experts from various Bureaus outline the impact of new and projected Department initiatives, policies, and procedures. The course brings into focus OBO's evolving responsibilities, priorities, and initiatives such as the "Design Excellence" program. Facility management professionals will learn how the performance of their duties affects the organization. Additionally, the course will outline policy and legislation that influences facility management operations such as Executive Order 13514 (2009) Federal Leadership in Environmental, Energy, and Economic Performance; the Energy Independence and Security Act (EISA 2007) and the Federal Buildings Personnel Training Act of 2010. The course is designed to facilitate a shift from a "set it and forget" tactical crisis management mentality to one of strategic optimization of our physical, financial and human capital resources.

Course Objectives:
- Summarize OBO priorities for Facility Managers.
- Discuss Department policy that influences Facility Management.
- Discuss legislation that influences Facility Management.
- Link Department and OBO resources management policy with initiatives in the field.
- Identify facility management's responsibilities for emergency preparedness.
- Describe the role of facility management with creating a safe working and living environment.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Decisiveness
✓ Problem Solving
✓ Technical Credibility
✓ Technical Management

FS Precepts Addressed:
✓ Crisis Management Skills
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: A Working-level competency in English at the 3/3 level.

Audience:
Primary: Department of State direct-hire (FS, PSC) FS-01 and FS-02 Facility Managers and FS-03s who are eligible for promotion.

Secondary: DoS direct-hire LE Staff (FSN-09) and above with direct responsibility for facility management operations. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable, 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: Two weeks; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/20

HVAC Fundamentals for Facility Managers

Course Code PA523

This course is designed to familiarize facility managers with the theory and operation of Heating Ventilation and Air Conditioning systems. Areas of emphasis include heating, heat removal, types of refrigerants commonly utilized in today's buildings and the principles of troubleshooting. The topics covered include: chiller systems, cooling towers, airflow, split systems, package units and introduction to psychrometrics. A lab area with many system components is provided to demonstrate practical troubleshooting techniques. This course is a module of *PA521 Facility Manager Tradecraft*, page 203.

Course Objectives:
- Define the major components of an HVAC system.
- Summarize the basics of thermodynamics.
- Outline environmental regulations that govern the use of refrigerants.
- Describe the different refrigerants that may be encountered in the workplace.
- Familiarization with the tools/instruments that are commonly used by HVAC technicians.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Financial Management
✓ Partnering
✓ Problem Solving
✓ Team Building
✓ 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: A professional-level competency in English at the 4/4 level.

Audience:
Primary: Department of State direct-hire (FS) Facility Management Specialists, particularly those embarking on a first tour.

Secondary: DoS direct-hire (FS) construction engineers and DoS direct-hire (LE Staff) facility managers or supervisors at the FSN-08 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, FS may contact HR/CDA; LE Staff submit a training request to the Registrar's Office, fax 703-302-7152. Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact the course manager at FSIMGTTR@state.gov for details.

Schedule: Five days; 8:00 a.m. to 4:00 p.m. Training is held at a contractor facility.

Minimum/Maximum: 8/10

Introduction to Safety, Health and Environment

Course Code PA485
See Distance Learning, page 117.

Management Oversight of Construction Safety and Occupational Health Programs

Course Code PA585

This course will provide individuals who have responsibility for safety and occupational health with knowledge, skills and confidence critical in managing overseas new construction and renovation projects. The course addresses Department policy and is modeled upon the construction industry safety standards found in the U.S. Army Corps of Engineers Safety and Health Requirements Manual EM 385-1-1. Instructors will introduce students to applicable Department construction contract requirements and safety and health regulations. This course identifies the essential responsibilities of U.S. government managers and construction industry contractors to establish and manage effective safety and health programs. Instructors will outline the most common areas of failure, which account for most Department project mishaps and will summarize how to mitigate risk associated with construction hazards.

Course Objectives:
- Summarize safety and occupational health requirements that the U.S. Department of State incorporates into new construction and renovation contracts.
- Outline the process to contractually establish a safety and occupational health program.
- Explain how to evaluate a contractor's safety and health plan as required from the Safety and Health Requirements in Bidding Documents.
- Describe how to initiate, plan evaluate and manage contractor construction accident prevention plans.
- Summarize the roles and responsibilities of the U.S. government and the contractor to adhere to a Department approved project specific safety program.
- Identify techniques to assess the quality and condition of tools, equipment and machinery used by contractors.
- Apply strategies to determine if contractors are complying with Department contractual safety and health requirements.
- Describe the process of establishing a project specific emergency action plan.
- Identify OBO/SHEM requirements that pertain to new construction and major renovation projects.

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

Recommended Preparation: *PA178 Contracting Officer's Representative*, page 197 or *PA296 How to be a Contracting Officer's Representative*, page 113, *PA485 Introduction to Safety, Health and Environment*, page 117, *PA486 Personal Protective Equipment*, page 117, and OSHA construction safety 10-hour card (see FSI External Training Program, page 3).

Prerequisite: Knowledge of contract management. A working-level competency in English at the 3/3 level.

Audience:
Primary: Department of State direct-hire (FS, CS, PSC and LE Staff) employees within the Bureau of Overseas Building Operations with oversight responsibility for safety at new construction and major renovation projects. Priority will be given to Construction Engineers, Project Directors, Construction Managers, Facility Managers, and Site Security Managers.

Secondary: DoS direct-hire General Service Officers with facility management back-up responsibilities or DoS LE Staff facility managers or supervisors at the FSN-08 level or above.

Other agency employees who meet the stated enrollment 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; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 8/20

OBO Asbestos Inspector and Environmental Training

Course Code PA530

This course provides general and global information to the participants, while the *PA488 OBO HAZMAT* course, page 206, provides specialized and regional information. A key distinction between the two courses is that this course provides students with the initial 24-hour training for the EPA AHERA Asbestos Inspector certification, while *PA488* provides students with the required four-hour EPA AHERA refresher recertification training.

This 40-hour course is taught by OBO/CFSM/FAC/PS Engineers, Environmental Protection Specialists and EPA certified third party contractors in accordance with the AHERA. The course provides Facilities Managers and Maintenance Supervisors with training to identify and respond to environmental hazards, which are commonly encountered at our overseas facilities. Students will gain familiarity with HAZMAT regulations and policy information. In addition to asbestos management, this course addresses: Underground Storage Tanks, Indoor Air Quality and Environmental Site Assessments.

Course Objectives:
- Conduct asbestos inspections, which includes sampling activities at Department of State owned and leased properties in accordance with EPA regulations and OBO policy.

- Interpret laboratory results for a variety of environmental issues.
- Identify regulations, executive orders and Department policy as it pertains to asbestos HAZMAT issues.
- List regulations, executive orders and Department policy as it pertains to underground storage tanks HAZMAT issues
- Summarize regulations, executive orders and Department policy as it pertains to indoor air quality HAZMAT issues
- State regulations, executive orders and Department policy as it pertains to Environmental Site Assessments HAZMAT issues.
- Explain the appropriate level of response actions for various hazards.
- Provide counsel to interested parties by providing HAZMAT policy information.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Decisiveness
✓ Problem Solving
✓ Public Service Motivation
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Crisis Management Skills
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Knowledge of Foreign Cultures
✓ Professional Expertise
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Prerequisite: A working-level competency in English at the 3/3 level.

Note: The point of contact for further information is Alan McGrath, OBO/CFSM/FAC/PS at 703-516-1852 or by email at McGrathAL@state.gov.

Audience:
Primary: Department of State direct-hire (FS, CS, LE Staff) Facilities Managers, Maintenance Supervisors and Project Managers who serve as supervisors or team leaders at DoS overseas missions.

Secondary: OBO domestic personnel such as construction engineers and architects. Other agency employees who meet the stated enrollment 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. This course will be held in multiple locations within the Washington, D.C. metropolitan area.

Minimum/Maximum: 15/30

OBO Construction, Facility, and Security Management Training

Course Code PA531

This course will provide training for construction, facility and security management practices in the Department and worldwide industry through review of case studies, discussion of recent developments and recommendations for best practices. Subject matter experts will outline the Department and OBO's Operations' evolving responsibilities, priorities, policies and initiatives with designing, constructing and maintaining real property overseas. The course will outline new and existing legislation that influences OBO operations. Throughout the course SMEs will address frequently asked questions and provide insight into policies and procedures for Construction Management, Facilities Management, and Security Management. Speakers from private industry and academia will share information on current trends that influence Construction, Facility and Security Management.

Course Objectives:
- Discuss how evolving OBO policy influences operations overseas.
- Provide examples of how the private sector may affect CFSM.
- Identify common issues in the CM, FM and SM fields and discuss practical solutions.
- Discuss legislation that influences CFSM.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility

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

Audience: Department of State direct-hire OBO (FS, CS) employees who are in the fields of Construction Management (skill code 6218), Facility Management (skill code 6217) and Security Management (skill code 2501). To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Note: This course is OBO-specific and registration is by invitation only. The OBO/CFSM Training Team will contact invited students directly.

Schedule: Five days; 8:00 a.m. to 5:00 p.m.

Minimum/Maximum: 25/300

OBO HAZMAT Training

Course Code PA488

This course will provide 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 asbestos, Clean Air and Clean Water Acts regulatory requirements. 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. Instructors discuss United States and local environmental laws, which serve as a foundation to protect workers, building occupants and surrounding communities from accidental exposure due to environmental concerns and hazards.

Included in the course are the U.S. Environmental Protection Agency training requirements re-certification to conduct asbestos inspections. 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 Asbestos Hazard Emergency Response Act Asbestos Inspectors.

Course Objectives:
- 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.
- 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
✓ 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, including Management of Sensitive and Classified Material, Information and Infrastructure
- ✓ Technical Skills

Prerequisite: A working-level competency in English at the 3/3 level is required.

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 stated enrollment 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).

Additional Information: This course is offered only overseas. The point of contact for further information is Alan McGrath OBO/CFSM/FAC/PS at 703-516-1852 or by email at McGrathAL@state.gov.

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

Minimum/Maximum: 15/30

OBO Security Classification Guide Training

Course Code PA489

See Distance Learning, page 116.

Overseas Facilities Management

Course Code PA525

This course will provide basic training in overseas facilities management operations and the functions of the Bureau of Overseas Buildings Operations. 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 of 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 203.

Course Objectives:
- Outline the Directorates, key offices and programs within the Bureau of Overseas Buildings Operations.
- Identify funding sources for facilities management operations.
- Explain the Facility Manager's responsibilities in working with other agencies at post.
- Apply strategies to manage post's fire alarm system(s) in accordance with 15 FAM.
- Describe the Facility Manager's roles and responsibilities for maintaining Forced-Entry/Ballistic-Resistant doors and windows.

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 direct-hire (FS) facility management specialists, particularly those embarking on a first tour, and construction engineers.

Secondary: DoS direct-hire (FS) architects, construction engineers, General Service Officers with facility management back-up responsibilities, DoS direct-hire (LE Staff) facility managers or supervisors at the FSN-08 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

To enroll, FS may contact HR/CDA; LE Staff submit a training request to the Registrar's Office, fax 703-302-7152. Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three weeks; 9:00 a.m. to 4:00 p.m. This course will be held in multiple locations in the Washington, D.C. metropolitan area.

Minimum/Maximum: 8/20

Personal Protective Equipment

Course Code PA486

See Distance Learning, page 117.

ProjNet℠ Facilitating Design and Construction Communication

Course Code PA526

See Distance Learning, page 117.

Safety, Health and Environment, Introduction to

Course Code PA485

See Distance Learning, page 117.

SHEM Post Occupational Safety and Health Officers Training

Course Code PA586

The *SHEM Post Occupational Safety and Health Officers* Training course uses classroom presentations, problem solving exercises, discussion, and worksite assessments to provide POSHOs with knowledge and skills to manage an effective safety program at post and reduce risks to post staff, family members, tenant agencies, contractors and visitors. The training stresses a proactive approach to POSHO's in fulfilling their SHEM responsibilities. In addition to providing guidance on implementing and managing a safety and health program (role of the DCM, recordkeeping, mishap reporting, delegating, etc.), information is provided in areas which have been linked with fatalities, serious injuries, or operational disruptions in recent years.

Mishaps consume resources (time and funding), impact the reputation of the U.S. government and have negative consequences for the injured parties. This course will provide participants with the knowledge and confidence to develop, implement and manage post's occupational safety and health program.

Key areas of study include SHEM's Special Emphasis Programs (motor vehicle safety, carbon monoxide alarm program, integrated pest management, and swimming pool); residential safety; worksite hazards (including fall protection, electrical safety, machine guarding, ergonomics, warehouse safety, material handling and maintenance safety); construction safety; indoor air quality; managing POSHO Assistants; conducting inspections and using checklists; managing fire safety requirements in accordance with 15 FAM 800.

Course content will vary from year-to-year, depending on Department initiatives and the needs of the participants.

Course Objectives:
- Explain the POSHO's responsibilities per 15 FAM 800 and 15 FAM 900.
- Summarize SHEM's Special Emphasis Programs
- Discuss residential safety requirements.
- Outline typical worksite hazards.
- Recognize construction safety concerns.
- State factors that influence indoor air quality.
- Identify techniques to effectively manage POSHO Assistants.
- Describe key requirements with conducting inspections and using checklists.

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 Effectiveness
✓ Professional Expertise
✓ Team Building

Recommended Preparation: *PA485 Introduction to Safety, Health and Environment* and *PA486 Personal Protective Equipment*, page 117.

Prerequisite: Students must have a working-level competency in English at the 3/3 level.

Audience: Department of State direct-hire (FS) employees who are functioning or are scheduled to function as Post Occupational Safety and Health Officers. Other agency employees who meet the stated enrollment 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; Monday-Thursday: 8:30 a.m. to 4:30 p.m.; Friday: 8:30 a.m. to 3:00 p.m.

Minimum/Maximum: 12/25

Web.PASS Work Order for Windows

Course Code PA438
See Distance Learning, page 118.

Financial Management Training

Accounting

Course Code PA220

This course is designed to introduce the student to the Department of State overseas financial accounting systems RFMS & Coast, 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 212.

Course Objectives:
- Recognize 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.
- 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.
- Explain the importance of establishing management and internal control systems to ensure against waste, fraud and mismanagement in the obligation and expenditure of appropriated funds.
- Show the effective use of the current reporting software.
- Demonstrate the capability to research financial topics.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Financial Management
✓ Integrity/Honesty
✓ Technical Credibility
✓ Technical Management

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 who are assigned to Management or Financial Management Officer duties at post or who will supervise a Class B cashier. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. FS contact HR/CDA; CS complete a Training Request and send to Training Officer; LE Staff contact post HRO to contact course manager at FSIMGTTR@state.gov for approval. Once approved LE Staff submit request to FSI Office of Registrar, fax 703-302-7152. 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 addresses topics such as financial management, legal requirements, budget authority, funds control and limitations, obligations, principal State Department accounting classifications, Consolidated

Overseas Accountability Support Toolbox (including reporting capabilities such as 60 and 62 reports and their analysis), accounting for accruals, payroll enhancements, authority transfers, vouchering, 477s International Cooperative Administrative Support Services, the RFMS accounting/disbursing systems and Servicing Center interaction with posts. This course provides practical exercises after each section which students complete and discuss in class. The course incorporates a team-building exercise.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Determine whether a particular item of expenditure is allowed and, if so, which appropriation should be charged, referring to Appropriation Law and other regulations.
- Use the main constituent elements of a strip of fiscal data to construct the appropriate fiscal data to charge, once having established the legality of an obligation.
- 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.
- Evaluate 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 Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ 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 121. Participants in this course should have less than two years experience in financial planning/budgeting, funds control 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: Five days; 9:00 a.m. to 5:00 p.m.

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.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Describe the U.S. government 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.
- 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.
- Formulate 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
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: *GFS11 Accounting I*, page 208 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: Five days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 5/100

Budget Techniques

Course Code GFS31

This course provides 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.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Review the budgeting environment/process both in Washington and at post, explaining in your own words how the budgeting process and the U.S. government 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.
- Apply linkages between different components of budget worksheets, through exercises and discussion.
- 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
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: *GFS11 Accounting I* course, page 208 or at least two years of accounting experience at post.

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 restrictions – this includes State and other ICASS agency employees. CGFS/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.

Schedule: Five days; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 12/100

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 212. Separate enrollment is permitted on a space-available basis.

Course Objectives:
- Summarize FMO responsibilities for budget formulation and execution at Posts abroad.
- Show linkages between Regional Bureau budgeting policies and practices with initiatives and financial planning at post.
- Articulate the current ICASS and Program target setting processes 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.
- Describe 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 direct-hire Foreign Service Financial Management Officers.

Secondary: DoS direct-hire (FS, senior LE Staff) employees with financial planning and budgeting responsibilities at post will be enrolled on a space-available basis.

Tertiary: Other agency employees who meet the stated enrollment requirements may attend on a space-available, reimbursable basis.

To enroll, DoS FS employees contact HR/CDA; CS employees submit a training request through their training officer; LE Staff contact post HRO who will contact the course manager at FSIMGTTR@state.gov for approval. Once approved, submit training request to FSI Office of the Registrar, fax 703-302-7152.; 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

Cashiering, Advanced

Course Code GFS42

This course provides cashiers an understanding of cash management regulations and their application, the causes of transaction rejections, and corrective measures necessary to balance accountability in WinACS. Students discuss in detail system rejections, data entry errors, cashier reconciliation statements and discrepancies. Additionally, the course covers internal controls, fiscal irregularities, cashiering Best Practices, and customer service skills. As an advanced course, the instructors expect active class participation and discussions of real life situations throughout the course.

Training is offered by CGFS/Global Financial Services.

Course Objectives:
- Restate in your own words how transactions are linked to regulations.
- Recognize through scenarios and examples the importance of organization in the cashier's office.
- Define "fiscal irregularity."
- Compare the different methods used to clear processed transactions.
- Summarize various rejection types.
- Solve various types of rejections through interactive exercises.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service

Prerequisite: Participants should have two or more years of cashiering experience.

Audience: ICASS employees who are designated Class "B" and Class "A" Cashiers, and Alternate Cashiers who use WinACS. To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Additional Information: Enrollment priority given to Class "B" Cashiers. Not recommended for others unless employee has back-up responsibilities.

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

Minimum/Maximum: 12/100

Cashiering, Basic Overseas

Course Code GFS41

This course will provide the student with practical experience of working in an overseas cashier's office. The first week focuses on a basic review of cashier regulations, transactions and accountability. It concludes with the mandatory cashier exam. Upon successful completion of the exam, the participant will receive a permanent cashier designation from the servicing USDO. The second week focuses on applying the first week's knowledge using the Automated Cashier System.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Interpret and apply the regulations and policies governing cashier operations as explained in the 4 FAM 300, 4 FAH-2 H-300, 600, 800, 4 FAH-3 H-300 and the Cashier Users Guide.
- Identify the role, authority and responsibilities of a Principal and Alternate cashier.
- Identify the different types of cashier transactions and their effect on accountability.
- Post cashier transactions to the appropriate ledgers and maintain proper cashier records in accordance with prescribed guidelines and reconcile cashier accountability with the financial service center.
- Describe the WinACS transaction flow from WinACS through RFMS and back to WinACS.
- Identify and understand RFMS 1166 files and their transmission to the GFS.
- Explain how WinACS transactions are rejected by GFS and the resubmission function.
- Describe the RFMS vendor code construction and how they are processed and stored at GFS.
- Review WinACS out of balance situations.

Week Two:
- Understand WinACS transaction flow from WinACS through RFMS and back to WinACS.
- Identify and understand RFMS 1166 files and their transmission to the GFS.
- Understand WinACS transactions rejected by GFS and the resubmission function.
- Understand RFMS vendor code construction and how they are processed and stored at GFS.
- Review WinACS out of balance situations.
- Conduct cashier operations within WinACS.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service

Prerequisite: Participants must have received a temporary or permanent cashier designation from the servicing USDO. Students must have a professional-level competency in English at the 4/4 level and have a basic familiarity with MS Windows, MS Word, and MS Excel.

Exam Requirement: To complete this course successfully, students must pass a final exam after the first week of training with a score of 80% or better.

Audience: ICASS Customer Agency overseas-based ICASS Service Providers and other agency employees involved in the ICASS system who are designated Class "B", Class "A" cashiers and their alternates.

Note: CGFS/GFS encourages cashiers from agencies that do not use the WinACS software to take the first week of this course.

To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Additional Information: Enrollment priority given to Class "B" and Class "A" Cashiers. Not recommended for other employees.

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

Minimum/Maximum: 12/100

eAllowance: Per Diem

Course Code PA461

See Distance Learning, page 118.

eAllowance: Retail Price Schedule

Course Code PA462

See Distance Learning, page 118.

Federal Assistance Financial Management, Overview of

Course Code PA367

See Distance Learning, page 118.

Financial Management, Advanced

Course Code PA219

This course is designed to prepare Foreign Service Financial Management Officers, (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 212. Students in this course already have most of the necessary technical financial skills. The focus of the course is on management of people and financial processes at a more global or regional level to prepare them for senior management positions. The course will provide essential information that will give aspiring mid-level FMOs the tools they need to succeed at the senior levels.

Course Objectives:
- Recognize the Department's responsibilities under U.S. government programs and legislative mandates such as JFMIP, GPRA, GMRA, FFMIA, DCIA, and others.
- Show linkage between the resource management policies in Washington with initiatives in the field.
- Explain the roles and responsibilities of BP, F, CGFS, 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.
- Summarize the principles and methods of cost analysis that facilitate senior management decisions to reduce costs through outsourcing and regionalizing post operations.

- Formulate management policy and business processes for large constituent posts, or for multiple posts in a serviced region.
- Explain performance management of Foreign Service Officers 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:
✓ Active Learning
✓ 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

Audience:
Primary: Department of State (FS) Financial Management Officers at the FS-01/02 level, who are eligible for promotion.

Secondary: Enrolled on a space-available basis, DoS FS-02 Financial Management Officers who are not yet eligible for promotion; FS-03 Financial Management Officers who have completed at least two tours tenured, mid-level FS Generalists who have taken *PA211 Financial Management Overseas* course, page 212, completed one or more tours as FMOs, and are about to embark on a subsequent, more senior FMO tour.

Tertiary: Senior Department direct-hire LE Staff Financial Management employees at the FSN-09 level or higher with significant supervisory responsibility may also attend, space permitting.

To enroll, apply online or through HR/CDA (see page 2).

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

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-065.

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.
- Show understanding of Department of State accounting systems in posts abroad.
- Relate Department of State and other U.S. government statutory authorities to funds control and certification.
- Explain internal controls.
- Summarize budget formulation and execution in posts abroad.
- Show proper management of cashier operations in posts abroad.
- Interpret travel regulations and overseas allowances in posts abroad.
- Illustrate good management practices for working with ICASS in posts abroad.
- Apply concepts of simplified acquisitions and contracts in posts abroad.
- Describe proper management of official residence expenses and representation funds 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 Essentials of Overseas Management*, page 242. 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 Essentials of Overseas Management* is a required prerequisite to this course. *PA313* provides students with basic knowledge about the workings of a management section overseas. However, students who completed *PA211 Financial Management Overseas, PA221 General Services Operations*, *PA230 Human Resource Management Overseas*, or *PA231 Human Resource Management*, are not required to take *PA313*.

Students, who have completed a full overseas tour in a management section, **may** not be required to attend *PA313* as a prerequisite for this course. Please email FSIMGTTR@state.gov for further information.

Audience: Department of State direct-hire new-hire Financial Management Officers 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 stated enrollment requirements may attend on a reimbursable basis.

To enroll, DoS FS employees contact HR/CDA; CS employees submit a training request through their training officer; LE Staff contact

post HRO who will contact the course manager at FSIMGTTR@state.gov for approval. Once approved, submit training request to FSI Office of the Registrar, fax 703-302-7152.; Non-DoS submit a funded SF-182 (see page 2).

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

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 CGFS, BP, 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 Locally Employed 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-065. Budget formulation, reporting, and justification will be covered in the final week of the course. Students enroll and attend the full *PA210* course in order to receive course credit.

Course modules include:

PA214	*Working with ICASS*	*4 days*
PA215	*Principles of Appropriation Law*	*4 days*
PA218	*Budgeting for Supervisors*	*4 days*

Course Objectives:
- Apply the principles of federal appropriation law.
- Apply Department of State and other US. government agency basic budgetary authorities and basic statutory authorities to certification.
- Summarize the strategic planning process.
- Prepare budgets in a budget formulation process.
- Identify Department of State accounting policies and procedures in posts abroad.
- Recognize the rudiments of fiscal strip coding.
- Apply the basics of funds control.
- Interpret travel regulations.
- Explain the principles of management controls and ethics.
- State the basic principles and goals of ICASS.
- Describe 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.

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 stated enrollment requirements may attend on a reimbursable basis.

To enroll, DoS FS employees contact HR/CDA; CS employees submit a training request through their training officer; LE Staff contact post HRO who will contact the course manager at FSIMGTTR@state.gov for approval. Once approved, submit training request to FSI Office of the Registrar, fax 703-302-7152; DoS EFMs employees contact DGHR/FLO. Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact the course manager at FSIMGTTR@state.gov for details.

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

Minimum/Maximum: 10/24

Financial Systems Workshop for Systems Administrators

Course Code GFS71

This systems workshop course provides participants with an in-depth overview of various Global Financial Services financial products and resource tools from a system administrator perspective. The Systems Workshop includes hands-on training in supporting and maintaining the COAST, Global e-Travel, WinACS, and WinT&A software systems at post. GFS Knowledge Base, GFS SharePoint, and SHIFTS will be thoroughly demonstrated as resource tools for supporting these systems. Participants will have the opportunity to discuss a variety of topics that will include system platforms, operational challenges related to course material, file management best practices, and future systems planned by CGFS.

Training offered by CGFS/Global Financial Services Training.

Course Objectives:
- Recognize basic concepts and terms related to CGFS financial systems.
- Interpret the purpose of GFS extract files sent to post and how they should be used in the various CGFS financial systems.
- Explain the distinction between SHIFTS and Data_Share file transfer protocol.
- Perform the daily maintenance and system administration of various CGFS financial systems.

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

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

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 and other agency IMO and LE Staff who have both a system administrator designation and are responsible for maintaining post financial management systems. To enroll, visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

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

Minimum/Maximum: 8/16

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.
- 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: Basic computer skills, including word processing and spreadsheet skills, and use of the OpenNet/Internet.

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 may apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

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

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.
- 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.

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 may apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

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

Minimum/Maximum: 10/20

How to be a Certifying Officer

Course Code PA291

See Distance Learning, page 119.

ICASS Basics

Course Code PA345

Through lectures, group discussions and exercises, participants learn about International Cooperative Administrative Support Services. International Cooperative Administrative Support Services 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:
- Summarize ICASS basic principles and goals.
- Describe the roles and responsibilities of ICASS participants domestically and abroad.
- Explain how an ICASS budget is developed and costs are distributed to agencies.
- Interpret the main ICASS financial reports and locate key data to include unit costs, workload counts and invoice amounts.
- Explain the National Security Decision Directive 38 requirements in an ICASS context.
- Name the criteria for invoicing an agency for temporary duty personnel.
- Define procedures to obtain a password to the ICASS Global database in order to access post, regional, and global ICASS financial reports in the database.

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 stated enrollment 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 Basics for Overseas Posts

Course Code GFS33
See Distance Learning, page 119.

ICASS Cost Distribution Fundamentals and Invoices

Course Code GFS34
See Distance Learning, page 119.

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 214 and *PA214 Working with ICASS*, page 215.)

Course Objectives:
- Summarize the basic principles and goals of ICASS.
- Describe the roles and responsibilities of the ICASS participants domestically and at posts abroad.
- Explain how an ICASS invoice is developed.
- 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 stated enrollment 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* and *PA210 Basics of Financial Management Overseas*, page 212-213. Separate enrollment is permitted on a space-available basis. See also *PA345 ICASS Basics* and *PA245 ICASS Executive Seminar*, pages 214-215.

Course Objectives:
- Summarize ICASS basic principles and goals.
- Describe the roles and responsibilities of ICASS participants domestically and at posts abroad.
- Explain how an ICASS invoice is developed.
- Analyze agency invoices and ICASS financial reports.
- Apply the principles of planning and customer-focused management in the context of administrative work overseas.
- Describe how to enter and change budget information and perform "what-if" budget scenarios on the ICASS 3.0 software.
- 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 direct-hire (FS, LE Staff) 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 stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA. For sessions that do not have an "Apply" link: FS contact HR/CDA; CS submit a training request through their training officer; LE Staff contact post HRO to contact course manager at FSIMGTTR@state.gov for approval. Once approved LE Staff submit request to FSI Office of Registrar, fax 703-302-7152. 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

Managing Cashier Operations Overseas

Course Code GFS43

This course is designed to provide cashier supervisors with a thorough knowledge of the cashiering operations overseas from a proactive risk management and mitigation perspective. Topics include: Cash Management; Cash Operating Environment; Cashiering Software; Cashier Reconciliation and Verification; Consular Collections; Corrections, Out of Balances and Fiscal Irregularities; and Day to Day Operational issues and resolutions.

Note: The course assumes some experience working in the Financial Management Office in an overseas environment.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Identify sound cash management procedures by recognizing potential risks, evaluating the need for cash operations, and identifying security measures associated with cashier operations at your post.
- Specify components of the cashier operating environment by defining the roles of the people involved in cashier operations, examining procedures for requesting emergency replenishments, temporary advances, and cashier bank accounts, and formulating and evaluating post-level cashier policies.
- Utilize fundamental concepts of cashier accounting to describe and look up the impact of various cashier transactions on the cashier's accountability.
- Explain the FMO role in conjunction with the other roles in WinACS.
- Review the full transaction process from creation and transmission to clearance, considering data integrity and internal controls issues.
- Explain in your own words the various types of reconciliations and steps involved in performing each type.
- Reconstruct the steps involved in performing a consular collection reconciliation, focusing on elements of risk.
- Determine the difference between an Out of Balance condition and a fiscal irregularity, restate corrective actions of each, and describe appropriate measures to take when an Out of Balance condition or other cashier's issue becomes a fiscal irregularity condition.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service

Audience: ICASS employees who are Locally Employed Cash Verification Officers and American Cashier Supervisors. To enroll, Contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

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

Minimum/Maximum: 12/100

Payroll and Allowances, Overseas

Course Code GFS54

Overseas Payroll and Allowances course teaches a variety of personnel and payroll topics relating to the processing and monitoring of LE Staff and American payroll overseas. It provides an overview of the offices involved in the pay process, the systems used to generate the documents required to pay an employee, the responsibilities of the various personnel in ensuring accuracy and timeliness of these payments, and the resources available to resolve pay issues to the customer's satisfaction.

The LE Staff pay part of this course details the process from the revision of a local compensation plan and description of the various necessary pay source documents, to the payment of the employee and issuance of earnings and leave statements and reports. It focuses on the main sections of the local compensation plan (pay scales, allowances, bonus, premium pay, leave and separation benefits, withholdings), how it relates to personnel actions, salary changes (downgrading, WGI, promotions), requirements for allotments of pay, and payroll reports.

The American pay part of this course details the process from the revision of the salary scale and description of required pay source documents, to the payment of the employee and issuance of earnings and leave statements and reports. It includes discussions of the rules regulating the various differentials and allowances paid by the American payroll system. It specifically covers materials related to salary scales, premium pay, some of the limitations on pay, Post Differential, Post Allowances, Language Incentive Pay, Law Enforcement Availability Pay, and mandatory and optional deductions (retirement, income tax, life and health insurance).

Training is offered by CGFS/Global Financial Services.

Course Objectives:
- Perform most regularly recurring duties of a U.S. government payroll liaison employee with integrity, accuracy and efficiency.
- Identify the forms and procedures used by the Department of State to process payments through the LE Staff and American payroll systems.
- Describe the payroll process framework and the role that the payroll liaison plays in achieving the accurate and timely payments of Embassy staff salaries and benefits.
- Identify the principal State Department payroll authorities.Refer regularly to the online versions of the authorities relevant to the payroll process (FAM, FAH, DSSR).
- Utilize online reference tools such as the Knowledge Base, ALDACS, and the HR/OE web site for vital information and updates.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Interpersonal Skills

FS Precepts Addressed:
✓ Customer Service

Exam Requirement: To complete this course successfully, students must pass a final exam with a minimum score of 70%.

Audience: This course targets employees performing payroll liaison functions that include preparing and transmitting payroll/personnel documents to GFSC and Washington.

Note: This course is not designed for timekeepers.The *GFS51 Time and Attendance* course, page 218, covers the mechanics of timekeeping and Windows Time and Attendance software. While those with experience in the American personnel and payroll processes will gain the most from the course, those newly assigned these responsibilities will also benefit. The course reference materials and contacts provide a solid information base for further reference. To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Additional Information: Enrollment priority is given to Payroll Liaisons, HR Assistants, Accountants, and Financial Specialists/Budget Analysts.

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

Minimum/Maximum: 12/100

Post Allowance: Retail Price Collecting

Course Code PA463
See Distance Learning, page 120.

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 and overseas. This course is a module of *PA211 Financial Management Overseas* and *PA210 Basics of Financial Management Overseas*, pages 212-213.

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.
- Recognize how the decisions of the GAO's Comptroller General affect the fiscal operations of the government.
- Interpret Comptroller General decisions.
- Summarize the process for assessing liability and obtaining relief for accountable officers in the Department of State.
- State the applicability of appropriations law and payments made through 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

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 score of at least 80% on the final exam. Please contact the Bernard Steward at 703-302-6980 or StewardB@state.gov for specific requirements.

Recommendation: In the upper division baccalaureate degree category, two semester hours in either Business/Business Law or Public Administration.

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.

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. To enroll, DoS apply online or FS may contact HR/CDA. For sessions that do not have an "Apply" link: FS contact HR/CDA; CS submit a training request through their training officer; LE Staff contact post HRO to contact course manager at FSIMGTTR@state.gov for approval. Once approved LE Staff submit request to FSI Office of Registrar, fax 703-302-7152. 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 120.

Reading and Understanding Fiscal Data

Course Code GFS10
See Distance Learning, page 121.

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 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.

Training offered by CGFS/Global Financial Services.

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.
- Describe the principal operational functions of each of the serviced agencies and the extent of their overseas activities, referring to the course materials and available online resources.
- Summarize the main budget submission requirements for those serviced agencies for which State FMO personnel routinely provide this service.
- Explain the limits placed on the services which can be provided to a non-serviced agency by FMO staff.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ 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. To enroll, visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

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

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 212. Separate enrollment is permitted on a space-available basis.

Course Objectives:
- Articulate Department of State policies and procedures as it relates to cashiering in posts abroad.
- Explain the proper physical and operational environment to protect cashier funds from loss or abuse.
- Demonstrate proper control of consular collections and verification of funds collected.
- Perform financial management functions in WinACS.
- Explain the principles of an unannounced cash verification and cashier reconciliation.
- Describe 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 FS employees contact HR/CDA; CS employees submit a training request through their training officer; LE Staff contact post HRO who will contact the course manager at FSIMGTTR@state.gov for approval. Once approved, submit training request to FSI Office of the Registrar, fax 703-302-7152. 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

Time and Attendance

Course Code GFS51

This course concentrates on the day-to-day processing of Time and Attendance under a variety of compensation plans. It will prepare overseas timekeepers to carry out all practical aspects of their jobs, using Win T&A software and uploading T&A data. Additionally, it will present participants with a variety of scenarios and exercises designed to introduce them to timekeeping and T&A reporting rules and regulations and payroll reports. Newly assigned overseas T&A employees will begin on the right foot and experienced timekeepers will enhance their timekeeping skills, thus increasing the accuracy of posts' reporting.

Training is offered by CGFS/Global Financial Services.

Course Objectives:
- List the steps associated with reporting time and attendance.
- Locate time and attendance-related information in your local compensation plan.
- List the responsibilities of the timekeeper and main timekeeper and the flow of T&A data.
- Describe to employees how to fill out time and attendance forms.
- Describe and locate functions in Win T&A software.
- Update regular duty hours, leave and premium pay hours for various types of staff in Win T&A.
- Process Win T&A transactions for leave and premium pay in a structured simulation without errors.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service

Exam Requirement: To complete this course successfully, students must pass a final exam with a minimum score of 70%.

Audience: Department of State and other ICASS agency employees who are overseas Payroll Liaisons and HR Assistants, newly assigned to the timekeeper function, or more experienced timekeepers who have not attended a formal Time and Attendance course and timekeepers who wish a timely refresher. To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

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

Minimum/Maximum: 12/100

Travel Policy

Course Code GFS61

This comprehensive course provides students with detailed information on the rules and regulations governing: Foreign Affairs Agencies travel; Temporary Duty travel; Fly America Act, City Pair Fares, Rest and Recuperation travel; Education Travel and the travel portion of the Education Allowance; Travel of Children of Separated Parents; Per Diem and Actual Subsistence; Emergency Visitation Travel and cost constructed travel.

The topics of invitational travel, home leave and PCS travel are briefly covered. Participants will discuss their on-the-job experiences with other participants to enhance the learning process. Instructors use practical exercises and case studies to reinforce learning. Participants will prepare travel documents using e2 Solutions, the Department's official travel software.

Training is offered by CGFS/Global Financial Services.

Course Objectives:
- Differentiate between travel authorities and travel references as they apply to various Foreign Affairs Agencies and identify select non-Foreign Affairs Agencies.
- Navigate to the appropriate governing regulations, policies, and authorities that deal with TDY Travel and differentiate between allowable and prohibited expenses related to TDY travel.
- Advise travelers and authorizing officers on required routing and airline choices in order to comply with the Fly America Act, regulations governing the use of city-pair fares, and inclusion of rest stops with reference to various travel scenarios.
- Calculate Cost-Construct itineraries and determine amounts owed by travelers as appropriate.
- List specific types of approved Entitlements travel; navigate to the appropriate governing regulations, policies, and authorities; and include approved estimated expenses on

travel authorizations as appropriate for the type of entitlements travel.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Customer Service

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 80% or better.

Audience: Department of State and other ICASS employees. Participants from other agencies may participate, but should be aware that only State's travel regulations will be studied. To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

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

Minimum/Maximum: 5/100

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.

Training offered by CGFS/Global Financial Services.

Course Objectives:
- Interpret the provisions of the various regulations as they relate to voucher processing, by locating regulations relevant to specific types of vouchers.
- Formulate a recommendation for the Certifying Officer to accept or reject a voucher request related to vendor claims or employee claims, using navigation and interpretation skills.
- Employ recommended communication techniques while providing service to the FMC customers.
- Illustrate the voucher payment flow in terms of systems.
- Recognize various error types and determine appropriate actions to resolve them, by referring to the voucher payment flow.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Customer Service
✓ Financial Management
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: *GFS21 Basic Voucher Examination,* page 219 or five years experience for other senior level employees in the FMO office who have not had the *Basic Voucher Examination* course. At least one year of on-the-job experience after completion of the *Basic Voucher Examination* course.

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.

Audience: ICASS employees who are 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.

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

Minimum/Maximum: 12/100

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 (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.

Training offered by CGFS/Global Financial Services.

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 U.S. government 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
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: Three months' experience in the Financial Management Office.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 70% or better.

Audience:
Primary: ICASS employees who are new Voucher Examiners and experienced Voucher Examiners who have not yet successfully completed *PA480 Voucher Examiner Course,* page 122.

Secondary: Other ICASS 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.

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

Minimum/Maximum: 12/100

Voucher Examiner Course

Course Code PA480
See Distance Learning, page 122.

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 receive hands-on experience with current certifying and reporting software. Students complete exercises and case studies that provide practice in coding common overseas expenses, managing funds control and identifying correctly and incorrectly prepared vouchers. An overview of serviced agencies accounting functions is also addressed. 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-065. This course is a module in *PA211 Financial Management Overseas*, page 212. Separate enrollment is permitted on a space-available basis.

Course Objectives:
- Explain the principles of funds control in certification.
- Interpret accounting reports produced by Department financial systems.
- Show understanding of fiscal accounting codes (fiscal data) for the Department.
- Summarize appropriate certification and management control systems to ensure against waste, fraud and mismanagement.
- Use current certifying and reporting software.
- Demonstrate understanding of the requirements necessary to certify a voucher or to certify funds availability.

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: Successful completion of *PA220 Accounting*, page 208 or *GFS10 Reading and Understanding Fiscal Data*, page 121 or *GFS11 Accounting I*, page 208. 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. To enroll, DoS FS employees contact HR/CDA; CS employees submit a training request through their training officer; LE Staff contact post HRO who will contact the course manager at FSIMGTTR@state.gov for approval. Once approved, submit training request to FSI Office of the Registrar, fax 703-302-7152. 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

Web.ICASS

Course Code GFS32

This course, developed and offered jointly by GFS Training 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.
- 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
✓ Public Service Motivation
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Professional Standards
✓ Technical Skills

Prerequisite: *GFS33 ICASS Basics for Overseas Posts*, page 119, and *GFS34 ICASS Cost Distribtuion Fundamentals and Invoices*, page 119. A basic understanding of all ICASS operations at their post.

Audience: Overseas-based ICASS employees who are responsible for preparing, maintaining and operating the ICASS budget through the Web.ICASS software; mainly Financial Specialists, Budget Analysts, their back-up personnel whose duties require a very extensive hands-on knowledge of the ICASS cost distribution software. Non-ICASS employees who have a need to understand the ICASS system who meet the stated enrollment requirements my attend on a reimbursable basis. To enroll, contact GFSC at gfsctraining@state.gov or visit http://training.gfsc.state.gov/prosperity/req/stategov_student/index.cfm.

Schedule: Five days; as scheduled.

Web.PASS Procurement: Training

Course Code PA423, 424, 427
See Distance Learning, page 122-123.

WebRABIT State Program and PD Budget Preparation Tool

Course Code PA368

See Distance Learning, page 123.

General Services Operations Training

Automotive Technical Training - Basic

Course Code PA257

This course is taught by the Cairo Vehicle Operation and Maintenance Specialist with partial instruction provided by the Armored Vehicle Project Coordinator; some locations will have certified guest instructors from automotive manufacturer (e.g., GM, Ford) training centers. The course provides students with enhanced symptom identification training for automotive vehicles and familiarization of the special needs and maintenance procedures for armored vehicles. At the conclusion of the course, participants will be certified by A/LM/MV and DEAV as qualified repair technicians.

This course is required training for post mechanics prior to getting access to the online service manuals and using updated automotive diagnostic tools. Upon completion of the course the students/mechanics will be provided instructions on setting up a user name and password for the online service manual on the GMFLEET Web site. Students will be provided a list of required tools to diagnose and repair the newer vehicles that compose a post fleet.

Course Objectives:
- Proficiently navigate the online service manual Web site.
- Diagnose vehicles with the trouble codes.
- Familiarization on auto diagnostic tools.
- Maintain armored vehicles.
- Establish preventive maintenance schedule.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Problem Solving
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Decision-Making and Judgment
✓ Professional Expertise
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS, LE Staff) workshop supervisors, foremen and automotive mechanics. Other agency employees who meet the stated enrollment 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).

Additional Information: Contact Kevin Lamour at 703-644-3221 or LamourKE@state.gov.

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

Minimum/Maximum: 15/20

General Services Officer Logistics and Supply Chain Management Training

Course Code PA395

This course will provide instructor-led training for logistics and supply chain management practices in the Department and worldwide industry through discussion of recent developments, recommendations for best practices, and consideration of future logistics and supply chain management initiatives. Training is designed for overseas-based Department of State employees who are designated as General Services Officers and their staff.

Course Objectives:
- Discuss current logistics and supply chain management issues, practices and trends, with an emphasis on how these developments can be used to increase efficiencies and reduce costs in the Department's supply chain operations.
- Identify common issues in the General Services Officer field and discuss practical solutions.
- Explain how to enhance the effectiveness of the Department's logistics and supply chain operations by demonstrating state-of-the-art best practices in both public and private industry.
- Restate information provided by speakers from private industry and academia share information on current trends in logistics and supply chain management.
- Identify opportunities for students to further their professional development within the logistics and supply management field.
- Answer frequently asked questions and provide insight into policies and procedures for logistics and supply chain management.
- Present information on other partners that interact with the logistics management community.
- Discuss global initiatives on Department of State logistics and supply chain management.

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, LE Staff) employees at posts who have the responsibility for logistics and supply chain management functions. Other agency employees who meet the stated enrollment 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: 25/100

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 inventory 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. Career direct-hires should contact their Career Development Officer to enroll; all other modular applicants should refer to the 'Special Enrollment Instructions' given below.

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 position).

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**
PA221LMOA GSO–Logistics Management Overseas: Supply Chain		*1 week*
PA221LMOB GSO–Logistics Management Overseas: Travel and Motor Pool		*1 week*
PA244	*Travel Policy and Procedures at Post*	*8 hours**
PA419	*Motor Pool Management Overseas*	*2½ 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:
- Discuss how evolving OBO policy influences operations overseas.
- 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.
- Perform the essentials functions of overseas contracting and procurement.
- Manage the housing and real property at posts overseas.
- Oversee the logistics and services involved in the movements of people and goods required to operate a post overseas.
- Manage the warehouse facilities and provide oversight of physical property by conducting periodic inventories.

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
✓ Supply Chain Management
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Vision
✓ 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 Essentials of Overseas Management*, page 242; complete familiarity with PCs including MS Windows, MS Word, MS Excel, SharePoint and the Internet; and a professional-level competency in both spoken and written English at the 4/4 level are required.

Note: Students who have served overseas in a management section or who completed *PA211 Financial Management Overseas*, *PA230 Human Resource Management Overseas* or *PA231 Human Resource Management* between January 2008 and October 2010 are exempt from this requirement.

Audience: Department of State direct-hire (FS, EFMs with EPAP position) 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 apply 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 stated enrollment requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff 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 (4/4 level). Email completed package to MTT at FSIMGTTR@state.gov
- DoS EFMs, not employed at post, contact DGHR/FLO to request enrollment. If in a current or onward EPAP position, contact HR/CDA.
- Other agency employees submit a funded SF-182 Request for Trainingto the FSI Office of the Registrar, fax 703-302-7152 (see page 2).

Schedule: Eight weeks; 9:00 a.m. to 4:00 p.m. Homework, team projects or reading will be assigned for the daily working hours.

Minimum/Maximum: 10/36

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 who have completed a minimum of two GSO tours may be admitted on a case-by-case basis. Building on the skills and competencies taught in the *PA221 General Services Operations* course, page 221, 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 a corequisite course for online contracting/acquisitions refresher course to provide 16 hours of update training to meet the A/OPE acquisitions update training requirement for re-issuance of a $250,000 overseas Contracting Officer name warrant.

Course Objectives:
- Discuss new programs in the Bureau of Administration.
- Develop increased competency in management skills such as strategic planning and process analysis.
- Exhibit a greater understanding of secure procurement procedures.
- Evaluate new computer systems as related to management operations.

- Analyze policies and changes implemented by the Bureau of Overseas Buildings Operations in construction and real estate management.
- Compose methods to manage for results at post and in Washington.
- Demonstrate a greater understanding in acquisitions knowledge.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Developing Others
✓ Entrepreneurship
✓ External Awareness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Vision
✓ Written Communication

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: A professional-level competency in English at the 4/4 level. *PA221 General Services Operations* course, page 221, and two completed tours as a General Services Officer.

Corequisite: *PA340 Overseas Contracting Officer Update Training*, page 114.

Audience:
Primary: Experienced Department of State direct-hire Foreign Service Management Generalists and General Services Specialists. Generally these candidates will be FS-02 or -01 who will be serving in their third or fourth GSO tour overseas.
Secondary: Senior Department of State direct-hire LE Staff General Services employees at FSN-09 level or higher, who have at least three years of GSO experience with the Department of State with significant responsibility may attend on a space-available basis.

To enroll, apply online or through HR/CDA (see page 1).

Schedule: Two weeks; 9:00 a.m. to 4:00 p.m. Homework team projects or reading will be assigned for the remainder of the daily working hours.

Minimum/Maximum: 10/20

GSO – Make Ready Process Refresher

Course Code PA740
See Distance Learning, page 124.

GSO – Real Estate

Course Code PA221RE

This course is designed to prepare GSOs and Facility Managers to manage 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 221.

Course modules include:
*PA485 Introduction to Safety, Health and Environment 2 hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Explain overseas housing regulations (15 FAM).
- Apply Space Allocation Standards in accordance with the FAM.
- Identify the roles and responsibilities of the Single Real Property Manager.
- Negotiate leases favorable to the U.S. Government.
- Use the Real Property Application .
- Apply SHEM Residential Safety Programs.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ 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, SharePoint and the Internet. A professional-level competency in both spoken and written English at the 4/4 level.

Recommended Preparation: *PA313 Essentials of Overseas Management*, page 242.

Exam Requirement: Course completion requires a score of 80% or higher on modular exams.

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 stated enrollment requirements may attend on a reimbursable basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff and EFMs employed at post 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 (4/4 level), and signed training request. Email the completed package to MTT at 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 stated enrollment 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. Homework team projects or reading will be assigned for the remainder of the daily working hours.

Minimum/Maximum: 10/36

GSO – Warehouse Management Refresher

Course Code PA741
See Distance Learning, page 124.

Housing Workshop for LE Staff

Course Code PA265

This workshop is held primarily in Washington, D.C. and provides students with the opportunity to meet with Department officials, particularly experts from the Bureau of Overseas Buildings Operations on matters affecting housing operations at post. Students will also develop negotiation and basic management skills and increase their proficiency using the Real Property Application.

Course Objectives:
- Use the Real Property Application to access data, modify data and generate reports.
- Describe the structure and responsibilities of the Interagency Housing Board.
- Describe the Rental Benchmarking Program.
- 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.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness
✓ Entrepreneurship
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Written Communication

Prerequisite: A professional-level competency in English at the 4/4 level. *PA420 Real Property Management*, page 126; basic computer skills.

Audience: Department of State direct-hire Locally Employed Staff Housing/Realty Assistants. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable or by email. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

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

Minimum/Maximum: 15/24

Motor Pool Management Overseas

Course Code PA419
See Distance Learning, page 125.

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:
- Explain the guidelines and procedures that govern motor pool management.
- Use the Web.PASS VRM system accurately and efficiently.
- Organize the resources at your disposition, whether material or personnel.
- Describe applicable management controls.
- Describe related safety procedures.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Integrity/Honesty
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Team Building
✓ Workplace Perceptiveness
✓ Written Communication

Prerequisite: A working-level competency in English at the 3/3 level and basic computer skills are required.

Audience: Department of State direct-hire (LE Staff) 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 stated enrollment 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

Property Management and ILMS AM 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 ILMS, receiving, inventory and 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 current applicable rules and regulations governing property management.
- Prepare typical property management documents.
- Describe proper procedures for the management of expendable supplies.
- Describe proper warehouse management procedures and safety requirements.

OPM Competencies Addressed:
✓ Accountability
✓ Integrity/Honesty
✓ Problem Solving
✓ Technical Credibility

FS Precepts Addressed:
✓ Professional Expertise
✓ Technical Skills

Prerequisite: A working-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 and 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 a large regional warehousing operation, where possible.

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.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communications
✓ Problem Solving
✓ Team Building
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Team Building
✓ Technical Skills
✓ Written Communication

Prerequisite: A working-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 stated enrollment 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 125.

Real Property Management

Course Code PA420
See Distance Learning, page 126.

Travel Policy and Procedures at Post

Course Code PA244
See Distance Learning, page 126.

VIP Visits Training

Course Codes PA474-476
See Distance Learning, pages 126-127.

Web.PASS Course Series

Course Codes PA426, 429, PA436-437
See Distance Learning, pages 127-128.

Human Resources Management Training

Annual Ethics Training

Course Code PA454
See Distance Learning, pages 129.

Disability and Reasonable Accommodations

Course Code PA447
See Distance Learning, page 129.

ePerformance Training

Course Code PA448-449
See Distance Learning, page 129-130.

Ethics – Financial Disclosure Initial Reviewer Training

Course Code PA456
See Distance Learning, page 130.

Ethics Orientation Training

Course Code PA451-453
See Distance Learning, pages 130-131.

EUR-IO HR American Programs Training

Course Code PA330

This course provides training on rapidly changing American programs and practices in EUR. Through subject matter expert-led presentations, group discussions and demonstrations, students are provided the opportunity to participate in a series of interactive training sessions covering HR programs which support American personnel throughout EUR at posts of different sizes and complexity. Topics include: current HR rules, policies and regulations, American family member employment, interns, benefits, fellowships, awards, workers' compensation and American HR employee training.

Course Objectives:
- Describe and understand currently applicable rules, policies and regulations governing HR subject matter.
- List various HR programs such as American family member employment, interns, benefits, fellowships, awards, workers' compensation, etc.
- Describe and apply HR procedures uniformly across the bureau at all posts of different sizes and complexity.
- Explain new policies and demonstrate new procedures to enhance training for LE Staff and American employees dealing with HR issues.
- Be able to answer frequently asked questions regarding the HR field, especially HR issues concerning American employees.

OPM Competencies Addressed:
✓ Continual Learning
✓ Customer Service
✓ Problem Solving
✓ Team Building
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Job Information
✓ Professional Expertise
✓ Team Building
✓ Technical Skills

Audience:
Primary: Department of State direct-hire LE Staff employees who have primary or back-up responsibility for HR American programs.

Secondary: Department of State direct-hire managers who have HR oversight. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 15/40

Evacuation Management System, Introduction to

Course Code PA487
See Distance Learning, page 131.

Foreign Service Retirement System for HR, Overview of

Course Code PA332

This course presents a basic introduction to the Foreign Service Pension System. Topics covered include eligibility for retirement, prior service, selecting retirement dates, survivor benefits, Thrift Savings Plan basics, Federal Employee Health Benefits and the Federal Employee Group Life Insurance program.

Course Objectives:
- Demonstrate a basic understanding of the FSPS retirement system.
- Explain how prior creditable military and civilian service may impact retirement benefits under FSPS.
- State the basic provisions of TSP, FEHB, and FEGLI.

OPM Competencies Addressed:
✓ Customer Service
✓ Human Capital Management

FS Precepts Addressed:
✓ Customer Service
✓ Information Gathering and Analysis
✓ Professional Standards

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 who require familiarity with the FS retirement system. Other agency employees who meet the stated enrollment 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 Human Resource 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:
- Demonstrate how to counsel clients on the complex rules and regulations governing each of the three Foreign Service retirement systems.
- Exhibit how to accurately calculate annuities and properly adjudicate retirement applications, including prior service issues.
- Explain the eligibility requirements and coverage for FEHB and FEGLI.

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: A professional-level competency in English at the 4/4 level. Direct-hire

employees of the HR/RET Division must have taken the Civil Service retirement classes at USDA, or have equivalent work experience.

Audience: Department of State direct-hire (FS, CS) HR retirement counselors, HR specialists and 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 Foreign Service annuitants and survivors. Other Foreign Affairs agency employees who meet the stated enrollment 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, 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:
- Select position title codes and working titles.
- Select for job codes.
- Demonstrate how to establish a position.
- Demonstrate how to enter a language competency for a position.
- Use 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: *GEMS Fundamentals On Demand Tutorial*, http://hrweb.hr.state.gov/prd/hrweb/media/ex/sod/training/ondemand/gems/data/toc.html. Send email to IPMSChangeManagement@state.gov to confirm completion for *PA192* enrollment acceptance.

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 may apply online or FS may contact HR/CDA; DoS contractors submit a funded SF-182 and Contractor's Memo (see page 2).

Note: Training request approval will be based on the employee's official position and completion of prerequisite.

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 Global Employment System 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:
- 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.
- Explain Benefits Processing.
- Use 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: *GEMS Fundamentals On Demand Tutorial*, http://hrweb.hr.state.gov/prd/hrweb/media/ex/sod/training/ondemand/gems/data/toc.html, and *PA192 Position Management in Global Employment Management System*, page 227.

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 may apply online or FS may contact HR/CDA; DoS contractors submit a funded SF-182 and Contractor's Memo (see page 2).

Note: Training request approval will be based on the employee's official position.

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

Minimum/Maximum: 6/12

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. Participants will gain an operational knowledge of the principles of American and Locally Employed Staff human resource management through presentations by subject matter experts, group discussions, simulations and case studies.

FSI strongly recommends that U.S. direct-hire Human Resource Officers and Management Officers who will be responsible for the Human Resource function at post complete this course to ensure that they will be equipped to manage the full range of human resource-related issues.

Course Objectives:
- Understand the roles and responsibilities of the Human Resources Officer overseas.
- Effectively and accurately interpret the laws, regulations and procedures governing the Foreign Service human resources system as it applies to USDH American staff overseas including, but not limited to, compensations, premium pay, allowances, benefits, EEO, performance management, training, awards, bidding, assignment and transfer.
- Effectively and accurately interpret the laws, regulations and procedures governing the Foreign Service human resources system as it applies to the full life cycle of employment for Locally Employed Staff overseas including, but not limited to, compensation, benefits, position management, recruit-

ment, performance management, training, awards, grievances, separations and retirement.
- Understand the importance of maintaining accurate HR data overseas, gain an awareness of the multiple HR data systems and how they are inter-related.
- Understand the support and guidance available from the various offices within the HR Bureau and other Bureaus domestically.
- Implement appropriate management controls at post as regards human resources 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
✓ Professional Development, including Active Learning
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Team Building

Prerequisite:
DoS Direct-hire (FS, CS) Employees: *PA313 Essentials of Overseas Management*, page 242.

LE Staff: *PA331 Basic Human Resources* or *PA338 Intermediate Human Resources for LE Staff,* page 229.

Note: *PA313* provides students with basic knowledge about work in a management section overseas which is important for students to have before they begin the course.

Corequisite: *PA448 ePerformance for Foreign Service*, page 130, *PA497 Foreign Service Management and Evaluation*, page 132, *PA487 Introdution to the Evacuation Management System*, page 131, *PA496 Locally Employed Staff Performance Management and Evaluation*, page 133, *PA432 Web.PASS Post Personnel: American Track*, page 134, *PA431 Web.PASS Post Personnel: Local Track*, page 134, and *PD543 Emergency Action Committee*, page 110.

Audience: Department of State direct-hire Foreign Service employees who are going overseas as Human Resource Officers or Management Officers, DoS direct-hire LE Staff at the FSN-08 level or above who have at least one year of U.S. Embassy HR experience and DoS direct-hire Civil Service 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 stated enrollment 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.

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, learn about developments in the field of human resource management and meet with senior FMO and GSO colleagues. Through presentations by subject matter experts, case studies, group exercises and role-plays, participants 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:
- Exhibit in-depth knowledge of Department initiatives and priorities.
- Employ 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.
- Demonstrate management of 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. *PA230 Human Resource Management Overseas* course, page 227, or equivalent, and at least six years experience working in U.S. government human resource management with supervisory responsibilities. Must have a good working-knowledge of the Department's human resource management regulations.

Audience:
Primary: Department of State direct-hire (FS, CS,) managers and senior Human Resource Officers who have completed at least three tours. Generally FS candidates will be tenured FS-02's serving in or transiting to their fourth tour.

Secondary: DoS direct-hire (LE Staff) Human Resources employees at the FSN-09 level or higher, who have at least three years of HR experience with the Department of State with significant supervisory responsibility, may also attend, space permitting.

Senior DoS FS HROs at the FE-OC or FS-01 level are strongly encouraged to take *PA238 Advanced Management Workshop*, page 245. Other agency employees who meet the stated enrollment 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: 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 Locally Employed Staff in the Human Resources offices overseas who are required to perform the more clerical/technical aspects of HR work. 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, U.S. direct-hire 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 Staff 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 Regional Bureau.
- Direct American staff to Department of State Web sites containing information about leave policies.
- Respond to LE Staff questions concerning leave policies.
- Describe the USDH travel message system and provide information about the HR staff role in processing travel messages.
- Discuss EFM/MOH employment mechanisms, and hiring processes.

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 (LE Staff) HR employees at the FSN-06/07 level. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; 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 in the Department, (e.g. Collaborative Management Initiative, etc.).

This course is designed for LE Staff HR employees. It goes beyond the introductory curricula of *PA331 Basic Human Resources* to provide experienced HR professionals with additional resources and training, so they may excel in HR professional and leadership positions. Emphasis is placed on sharing field experiences and strategies that will be of value to all participants.

Course Objectives:
- Demonstrate improved HR Skills.
- Explain and implement advanced HR policies and programs.
- Write effective post policies.
- Administer a grievance program in accordance with the appropriate rules and guidelines.
- Advise customers about sound position management and organizational design.
- Manage local compensation process; develop/administer the local compensation plan.
- Explain the importance of 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 a visit.
- Explain the Department's EEO and Ethics principles.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ 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
✓ 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 4/4 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 Consulate.

Audience: Department of State direct-hire senior-level LE Staff human resources assistants and specialists at the FSN-08 and above grade level. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

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

Minimum/Maximum: 12/25

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 Global Employment Management System reports using the Knowledge Center as the main repository for personnel data within the Department of State. The Knowledge Center captures data from the GEMS application and the Integrated Foreign Service Assignment Management application on a daily basis.

Course Objectives:
- Create reports.
- Demonstrate how to save reports.
- Demonstrate how to send reports.

OPM Competencies Addressed:
✓ Accountability
✓ Human Capital Management
✓ Technical Credibility

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

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Domestically based Department of State direct-hire Human Resources Management professionals in the 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 may apply online or FS may contact HR/CDA; DoS contractors submit a Contractor's Memo (see page 2).

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

Minimum/Maximum: 6/12

LE Staff Compensation

Course Code PA341

Through a variety of adult learning methods, participants will review the technical aspects of the overseas LE Staff compensation program and study related topics considered essential for successful management of an LE Staff compensation program at post. Students will review LE Staff compensation fundamentals, such as the history of the LE Staff compensation program and laws, regulations and policy pertaining to the program. Students will take a more in-depth look at establishing and administering Local Compensation Plans, properly applying benefits and allowances and exception rate ranges, retaining an "up-to-date" local compensation plan and methods seeking most current and appropriate information in an ever changing environment. The course is designed to train primarily senior level HR LE Staff, HR Officers and Eligible Family Member HR employees. It goes beyond the general introduction of LE Staff compensation included in various HR courses to provide more experienced HR staff with additional resources and training.

Course Objectives:
- Demonstrate a sound understanding of the LE Staff compensation program.
- Apply specific HR skills to post operations as they relate to LE Staff compensation.
- Explain and implement complex regulations and policies as they relate to LE Staff compensation.
- Manage local compensation process; develop/administer the Local Compensation Plan.
- Advise customers about the LE Staff LCP.
- Know and explain the importance of local law and prevailing practice in the administration of post's LCP.
- Demonstrate sound knowledge when explaining the LCP to HR clients.
- Understand the importance of keeping own knowledge base current.

OPM Competencies Addressed:
✓ Accountability
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Public Service Motivation
✓ Resilience
✓ Technology Management
✓ Written Communication

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: English at the 3/3 level. Basic computer skills (PC basics, basic Internet/Intranet browser navigation). Basic numerical skills.

Audience: Department of State direct-hire Foreign Service Human Resource Officers, Management Officers, or LE Staff who have at least three years of U.S government HR experience; at least one of year of which has dealt specifically with LE Staff compensation. Other Agency employees who meet the stated enrollment 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: 12/25

LE Staff Position Management and Classification

Course Code PA232

The course trains participants to interpret, analyze and classify positions based on highly technical and complex information, using a computerized position classification tool (MClass) that is tailored to Department of State specifications. Participants will learn how to correctly obtain and analyze the job information in order to make decisions on position classification items. There will be considerable hands-on practice during this interactive course to help participants experience and practice the position classification process in full detail. The course also gives participants a solid foundation for advising managers and supervisors on position management issues. This includes how to appropriately prepare and critique position descriptions so as to be both classifiable and appropriate for purposes of recruitment. Emphasis will be placed on sharing experiences and strategies that will be of value to all the participants.

Course Objectives:
- Critique position descriptions to insure they meet the standard necessary for classification and recruitment.
- Conduct specialized job discussions for position classification.
- Correctly classify a wide variety of positions from various Foreign Affairs agencies using the MClass system.
- Prepare an MClass Job Report that includes detailed justifications to support classification decisions.
- Explain the LE Staff position classification process, how it fits into the context of overall HR management at post, and how classification actions will affect incumbents of positions.

OPM Competencies Addressed:
✓ Accountability
✓ Decisiveness
✓ Human Capital Management
✓ Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Job Information
✓ Professional Expertise
✓ Support for Equal Employment Opportunity and Merit Principles
✓ Technical Skills

Prerequisite: *PA446 Mission Classification Online Tutorial*, page 132, must be completed before or during *PA232* to receive credit for the course. A professional-level competency in English at the 4/4 level and basic computer skills, including word processing, spreadsheet and OpenNet/Internet are required. DoS LE Staff must be at the FSN-07 grade level or above and must have at least three years of HR experience with the Department of State.

Audience: Department of State direct-hire (FS) Human Resource Management Officers, DoS Management Officers, DoS direct-hire LE Staff at the FSN-07 level or above who have at least three years of HR experience with the Department of State, DoS CS employees who handle classification issues for LE Staff. DoS EFMs, who are not employed at post, may contact DGHR/FLO for approval to attend training on a space-available basis. Other agency employees who meet the stated enrollment 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 4:00 p.m.

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 Employed Staff. The course will cover: establishment of positions, accuracy of position descriptions, classification of positions, vacancy announcements, eligibility and qualification 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 participants.

Course Objectives:
- Understand and explain the Local Employee Recruitment Policy.
- Write a position description and understand the importance of the position description as it relates to recruitment.
- Explain job evaluation using MClass.
- 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 Communication
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management
✓ Written Communication

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 4/4 level is required. Basic computer skills (i.e., PC, Internet/Intranet browser navigation). Minimum one year experience working within a Human Resources section of an U.S. Mission.

Audience: Department of State direct-hire LE Staff Human Resources assistants who administer the recruitment program at overseas posts. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Note: Students must register at least six weeks prior to start date.

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

Minimum/Maximum: 15/25

MClass for Approvers

Course Code PA327

This course provides a brief overview of the concepts involved in sound position management and classification, explains the many tools available to Human Resource Officers and Management Officers who will function at post as "Local Approvers", and introduces students to the Mission Classification software and its navigation. Successful completion of this course will allow HROs or MOs to function as "Local Approver" in the MClass software at post.

Students who have completed *PA232 LE Staff Position Management and Classification*, page 230, need not to take *PA327 MClass for Approvers* to fulfill the role of "Local Approver" in the MClass software.

Note: This class is not sufficient to achieve full position classification certification. HROs or MOs who require full position classification certification are required to complete *PA232 LE Staff Position Management and Classification*, page 230.

Course Objectives:
- Achieve the standard required by HR/OE to function as "Local Approver" in the MClass software.
- Understand the process of position management in the context of the overall mission.
- Review and approve the work of LE Staff who are certified position classifiers.

OPM Competencies Addressed:
✓ Accountability
✓Decisiveness
✓Human Capital Management
✓Technical Credibility

FS Precepts Addressed:
✓ Customer Service
✓ Decision-Making and Judgment
✓ Management of Resources
✓ Professional Standards
✓ Support for Equal Opportunity and Merit
✓ Technical Skills

Prerequisite: *PA446 Mission Classification Online Tutorial*, page 132. Reading assignment: *Interagency Local Employment Position Classification Guidebook* and Appendix located on HR/OE's Web site.

Audience: Department of State direct-hire (FS, CS) employees who do not require full position classification certification, but who: need to function as "Local Approver" in the MClass software at post; desire refresher training on position classification; or supervise LE Staff who are responsible for position classification. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Two days; 9:00 a.m. to 4:00 p.m., Room F4145

Minimum/Maximum: 6/24

Measuring Performance

Course Code PA240

See Distance Learning, page 131.

Merit Based Compensation

Course Code PA339

Merit Based Compensation is the new, contemporary approach to performance management that more effectively links performance and pay with the overall goals of our missions overseas. If implemented, this system will replace the current Within-Grade Increase system with a variable reward (increase or bonus). That reward is directly linked to an employee's level of performance. And, unlike the current system, all employees may participate in the program regardless of their years of service. This program is gradually being rolled out in Embassies throughout the European Bureau. Through lectures, group discussions and written exercises, participants will learn about all aspects of the Merit Based Compensation Program for Locally Employed Staff. The course will cover every step of how to implement and administer MBC: implementation requirements, rating cycle, end of year process and payment calculations.

The course will also elaborate on the Human Resource Office's increased responsibility for technical and content review of the evaluations, analysis of scoring trends and the role it will play in instruction and outreach to the embassy population about the new program.

Course Objectives:
- Understand and explain the MBC Program.
- Understand the new/expanded role of HR in the performance management process.
- Ensure that the program is compliant with local labor law and make changes to the MBC Handbook, LE Staff Handbook and Local Compensation Plan.
- Perform tasks/process documents in accordance with timelines.
- Understand the end-of-year ratings process.
- Create Performance Pools.
- Track required information and calculate end of year payments.
- Process Personnel Actions in Post Personnel.
- Provide training to staff at their home embassies.
- Administer the MBC Appeals Process.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Customer Service
✓Decisiveness
✓Flexibility
✓ Human Capital Management
✓ Interpersonal Skills
✓ Public Service Motivation
✓ Resilience
✓ Team Building
✓ Technology Management
✓ Written Communication

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 competency in English at the 3/3 level, basic computer skills (i.e., PC basics and basic Internet/intranet browser navigation) and a 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 LE Staff and Eligible Family Members who are currently serving as Human Resources Assistants who will administer Merit Based Compensation at posts which are implementing the MBC program. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

Schedule: Three-and-a-half days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/15

Mission Classification Online Tutorial

Course Code PA446

See Distance Learning, page 132.

Performance Management and Evaluation

Course Codes PA495-497

See Distance Learning, page 132-133.

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:
- Apply the laws, regulations, policies and Standard Operating Procedures pertaining to the Foreign Service assignments process.
- State where to find answers to substantive and procedural questions.
- Describe the bidding and assignments process, including technical aspects.
- Prepare for, and simulation of, Assignment Panel meetings.
- Explain the Career Development Program and HR/CDA's in role in working with clients on CDP-related matters.
- Define the working relationship between the CDA divisions and other State partners.
- Demonstrate how to enroll recommended or required training.

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

Audience: Department of State direct-hire (FS, CS) employees who are newly assigned to HR/CDA and have not taken the course in the last three years. Other agency employees 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. 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 134.

Logistics Management Training

GSO – Logistics Management Overseas: Supply Chain

Course Code PA221LMOA

A natural continuation of the Procurement process within Supply Chain management, this course covers the best practices of transporting procured items to post, and the inventory, control and warehousing of assets once they arrive. This course includes special topics including Warehouse safety, the ILMS systems supporting Transportation and Asset Management, and the Department's motor vehicle program. This course is a module of *PA221 General Services Operations*, page 221.

Course modules include:
*PA485 Introduction to Safety, Health and Environment 2 hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Demonstrate Warehouse Management.
- Explain Property Management.
- Use the ILMS Asset Management application and Transportation-Lite applications.
- Explain Secure Logistics.

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

Recommended Preparation: *PA313 Essentials of Overseas Management*, page 242.

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, SharePoint and the Internet.

Corequisite: *PA221LMOB GSO Logistics Management Overseas: Travel and Motor Pool*, page 234.

Exam Requirement: To complete this course successfully, students must pass a modular exam with a score of 80% or better from material in *PA221LMOA* & *B*.

Audience: Department of State direct-hire (FS) 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 stated enrollment requirements may attend on a reimbursable, space available basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff or EFMs employed at post 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 (4/4 level). Email the completed package to MTT at 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 stated enrollment nomination package, if required, to the FSI Office of the Registrar, fax 703-302-7152 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m Homework team projects or reading will be assigned for the remainder of the daily working hours.

Minimum/Maximum: 10/36

GSO – Logistics Management Overseas: Travel and Motor Pool

Course Code PA221LMOB

This course covers travel policy and regulations for employees coming to or departing from post, and the management of a safe and efficient motor pool operation transporting employees and VIP visitors at post. The course includes topics on special requirements for unique customers including the Chief of Mission, Marine Security Guards and Department of Defense employees. This course is a module of *PA221 General Services Operations*, page 221.

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**
PA419	*Motor Pool Management Overseas*	*2½ hours**

*Online training offered through the FSI LearnCenter.

Course Objectives:
- Use Transportation-Lite applications.
- Organize Motor Pool Operations.
- Explain Transportation allowances and regulatons for employee's personal effects.
- Arrange official travel in accordance with applicable laws and regulations.
- Apply SHEM Motor Vehicle Safety reporting and program requirements.

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

Recommended Preparation: *PA313 Essentials of Overseas Management*, page 242.

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, SharePoint and the Internet.

Corequisite: *PA221LMOA GSO Logistics Management Overseas: Supply Chain*, page 233.

Exam Requirement: To complete this course successfully, students must pass a modular exam with a score of 80% or better from material in *PA221LMOA & B*.

Audience: Department of State direct-hire (FS) 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 stated enrollment requirements may attend on a reimbursable, space available basis.

To Enroll:
- DoS FS employees contact HR/CDA.
- DoS LE Staff or EFMs employed at post 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 (4/4 level). Email the completed package to MTT at 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 stated enrollment nomination package, if required, to the FSI Office of the Registrar, fax 703-302-7152 (see page 2).

Schedule: Five days; 9:00 a.m. to 4:00 p.m Homework team projects or reading will be assigned for the remainder of the daily working hours.

Minimum/Maximum: 10/36

ILMS Asset Training

Course Codes PA363-366

See Distance Learning, pages 134-140.

ILMS AM Property Reconciliation Process Refresher Training (Domestic)

Course Code PA380

This course will provide instructor-led training on how to perform a physical inventory using the Department's Integrated Logistics Management System Asset Management application. The course explains the application's functionality and new concepts with practice exercises in a simulated environment. 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. This course is for Domestic users only.

Course Objectives:
- Plan a physical inventory.
- Use the Intermec barcode scanner.
- Download and upload data from the Intermec barcode scanner to Asset Management.
- Set up a physical inventory in Asset Management.
- Review and reconcile inventory in Asset Management.
- Finalize the physical inventory.
- Run Asset Management reports and retrieve previously generated reports.

OPM Competencies Addressed:
✓ Technical Credibility

FS Precepts Addressed:
✓ Job Information

✓ Professional Expertise
✓ Technical Skills

Prerequisite: *PA169 Property Management for Custodial Officers*, page 125; *PA363 ILMS AM-Property Reconciliation Process (Domestic)*, page 135; and *PA364 ILMS AM-Basic Property Recordkeeping (Domestic)*, page 134.

Audience: Department of State direct-hire (FS, CS) domestically-based employees who have the responsibility for handling property management activities, particularly the Domestic Principal Custodial Officer. This is a "State specific" course open to domestically-assigned third-party contractors who have a job-related responsibility for reconciling physical inventory in ILMS as defined above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS may apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182; and DoS contractors also sumbit a Contractor's Memo (see page 2).

Additional Information: Contact A/LM/PMP/BA/PM's Samuel Bullard at 703-875-4987 or email ILMSTraining@state.gov for further information.

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

Minimum/Maximum: 12/20

ILMS Ariba User Advocate Training

Course Code PA393

Students are taught the Ariba Web-based requisitioning application of the Integrated Logistics Management System through explanations of functionality and new concepts, system simulations and practice exercises. Students learn how to advocate for Ariba.

The training is designed for all Department of State employees who work with requisitions and follow Department of State's procedures and guidelines for requisition handling.

Course Objectives:
- Discuss documented system enhancement suggestions.
- Discuss post needs above and beyond documented system enhancements.
- Demonstrate recently deployed system enhancements.
- Answer frequently asked questions and provide insight into policies and procedures for use of the system.
- Present information on other pieces of the ILMS system to provide insight into "whole picture."
- Rank future Ariba enhancements.

OPM Competencies Addressed:
✓ Technical Credibility

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

Audience: Department of State direct-hire (FS, CS, LE Staff) employees at post who are ILMS users and have responsibility for handling procurement activities. This is a "State specific" course open on a space-available basis to third-party contractors who have formally been designated this responsibility. Registration is by invitation only by the ILMS AM Team. Once contacted, to enroll, DoS may apply online or FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

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

Minimum/Maximum: 12/20

ILMS Asset Management Basic Property Recordkeeping Refresher

Course Code PA381

This course will provide instructor-led training using the Department's Integrated Logistics Management System Asset Management application. This course explains the application's functionality and new concepts, with practice exercises in a system simulations environment. Participants learn the lifecycle of an asset. This course is for Domestic users only.

Course Objectives:
- Perform Asset Management functions.
- Add non-depreciable and depreciable assets.
- Modify asset information.
- Add, modify and deactivate location codes.
- Generate location transfers, mass transfers, cost additions and adjustments, mass custodian changes, disposals and reinstatements.
- Run Asset Management reports.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: *PA169 Property Management for Custodial Officers*, page 125 and *PA364 ILMS AM Basic Property Recordkeeping (Domestic)*, page 134.

Audience: Domestically-based Department of State direct-hire (FS, CS) Principal Custodial Officers or Area Custodial Officers who have the responsibility for handling property management activities. This is a "State specific" course open on a space-available basis to third-party contractors who have formally been designated in writing in accordance with 14 FAM 423.3. The written designation letter signed by the bureau APO and Contracting Officer memo must be submitted with the request for training. To enroll, apply online or FS may contact HR/CDA; DoS contractors submit an SF-182, a Contractor Officer Approval Memo and the written designation letter signed by the bureau APO (see page 2).

Additional Information: Contact A/LM/PMP/BA/PM's Samuel Bullard at 703-875-4987 or email ILMSTraining@state.gov for further information.

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

Minimum/Maximum: 2/10

ILMS Asset Management Excess Property Custodial Officer Training (Domestic)

Course Code PA352

This course will provide instructor-led training for the Integrated Logistics Management System Asset Management web-based application through discussion, with an emphasis on explaining the latest upgrades, system simulations and practice exercises. Training is designed for Domestic Department of State employees who are designated as Custodial Officers. This course is for Domestic users only.

Course Objectives:
- Select accountable assets for excess.
- Enter non-accountable assets.
- Generate DS-1882 forms.
- Perform mass disposals.
- Approve requests to excess property.
- Generate excess property reports.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisite: *PA169 Property Management for Custodial Officers*, page 125 and *PA364 ILMS AM Basic Property Record Keeping (Domestic)*, page 134.

Audience: Department of State direct-hire (FS, CS) domestically-based employees who have the responsibility for excessing property for the Department of State, particularly Domestic Principal Custodial Officer and Custodial Officers. This is a "State specific" course open to domestic third-party contractors who have a job-related responsibility for excessing property in ILMS AM as defined above. To enroll, apply online or FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: Contact A/LM/PMP/BA/PM's Samuel Bullard at 703-875-4987 or email ILMSTraining@state.gov for further information.

Schedule: One day; 9:00 a.m. to noon.

Minimum/Maximum: 2/10

ILMS Domestic Ariba Advanced User Training

Course Code PA383

Students are introduced to the instructor-led Ariba Web-based advanced user techniques of the requisitioning application of the Integrated Logistics Management System through explanations of advanced functionality and 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. Participants are taught how to customize Ariba for individual use; to use Ariba to create, use and share Ariba system folders; to work with Ariba modifications, change orders and funding templates; to track purchase requests. The course follows Department of State's procedures and guidelines for handling requisitions.

Course Objectives:
- Initiate change orders and requisition modification.
- Create folders to organize requests within Ariba.
- Create and validate funding templates.
- Use Ariba Reports.
- Customize Ariba search results.
- Perform searches in Status tracking.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 140, and knowledge of basic requisition and purchase card procedures.

Prerequisite: *PA375 ILMS Domestic Ariba: Requester,* or *PA378 ILMS Domestic Ariba: Purchase Card Training;* or *PA374 ILMS Domestic Ariba: Budget and Fiscal* or *PA361 ILMS Domestic Ariba: Approver Training*, pages 236-237.

Audience: Department of State direct-hire (FS, CS) 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. Registration is by invitation only by the ILMS AM Team. Once contacted, DoS apply online; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

Schedule: Three hours; times as scheduled.

Minimum/Maximum: 5/14

ILMS Domestic Ariba – Approver Training

Course Code PA361

Students are introduced to the 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

Prerequisite: *PA360 Introduction to Supply Chain Management*, page 140. Knowledge of basic requisition and purchase card procedures.

Audience: Department of State direct-hire (FS, CS) 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. Registration is by invitation only by the ILMS AM Team. Once contacted, apply online; DoS contractors submit a Contractor's Memo (see page 2).

Additional Information: Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

Schedule: Three hours; times as scheduled.

Minimum/Maximum: 5/10

ILMS Domestic Ariba – Budget and Fiscal

Course Code PA374

Students are introduced to the Ariba Web-based advanced user techniques of the 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 GFMS 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:
- 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.
- Delegate approval authority.
- Initiate change orders and requisition modification.
- Create folders to organize requests within Ariba.
- Integrate with the Financial System.
- Create funding templates.
- Identify financial system integration messages.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 140.

Prerequisite: Knowledge of basic requisition and purchase card procedures.

Audience: Domestically-based Department of State direct-hire (FS, CS) 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 FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

Schedule: Five hours; times as scheduled.

Minimum/Maximum: 5/10

ILMS Domestic Ariba – Purchase Card Training

Course Code PA378

Students are introduced to the web-based Ariba Buyer 9r1 procurement application of the Integrated Logistics Management System. The instructor will explain Ariba module functionality and the students practice the hands on exercises. As a Final Approver, the Purchase Card Holders are taught the functional use of Ariba Buyer 9r1- how to add fiscal strip data to purchase card requests and close out the purchase card request in Ariba. Students will also learn to track Purchase Card funding and reconcile purchases in Ariba with the Citibank Monthly Statement. This training is designed for all Department of State employees who use purchase cards domestically at the bureaus. The course follows the Department of State's Federal procedures and guidelines for use of Federal Purchase Cards.

Course Objectives:
- Navigate Ariba Buyer 9r1 and Catalogs.
- Identify the Ariba Buyer 9r1 workflows and relate the workflows to their specific role(s) and requesting office.
- Update and closeout requests in Ariba Buyer 9r1.
- Create Ariba Funding Templates.
- Fund and track purchase card requests.
- Identify financial system integration messages.
- Reconcile Purchase Card Requests with Bank Statements.
- Check the status of purchase card requests using Status Tracking.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: *PA360 Introduction to Supply Chain Managemen*t, page 140.

Prerequisite: Knowledge of basic requisition and purchase card procedures.

Audience: Department of State direct-hire domestically-based (CS, FS) employees performing Purchase Card 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 – Budget and Fiscal software as defined above. To enroll, apply online or FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

Schedule: One-and-a-half days; times as scheduled.

Minimum/Maximum: 5/15

ILMS Domestic Ariba – Requester

Course Code PA375

Students are introduced to the web-based Ariba Buyer 9r1 procurement application of the Integrated Logistics Management System. Through an instructor-led explanation of Ariba functionality concepts and hands on practice exercises, Domestic Requesters are taught the functional use of Ariba Buyer 9r1 as a Requester of goods and services and how to create a requisition or purchase card request and submit for approval. Students will also learn to place office supply requests using Ariba Catalogs and track requests submitted in Ariba. This training is designed for all Department of State employees who submit procurement requests domestically at the bureaus. The course follows the Department of State's Federal procedures and guidelines for the procurement of goods and services.

Course Objectives:
- Navigate Ariba Buyer 9r1 and Catalogs.
- Identify the Ariba Buyer 9r1 workflows and relate the workflows to their specific role(s) and requesting office.
- Create, update, and submit procurement requests for approval in Ariba Buyer 9r1.
- Initiate change orders and requisition modifications.
- Check the status of procument requests using Status Tracking.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: *PA360 Introduction to Supply Chain Management*, page 140.

Prerequisite: Knowledge of basic requisition and purchase card procedures.

Audience: Department of State direct-hire domestically-based (FS, CS) 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 FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

Schedule: One day; 9:00 a.m. to 3:00 p.m.

Minimum/Maximum: 5/15

ILMS Overseas Ariba Contracts Training

Course Code PA394

Students are introduced to the Ariba Web-based user techniques of the requisitioning application of the Integrated Logistics Management System through explanations of functionality and concepts, system simulations and practice exercises. Participants are taught how to customize Ariba for individual use; to use Ariba to create, use and share Ariba system folders; to work with Ariba modifications, change orders and funding templates; and to track purchase requests. The course follows Department of State's procedures and guidelines for handling requisitions.

Course Objectives:
- Explain the ILMS Ariba Buyer module and its relationship to Ariba Contracts.
- List step-by-step instructions for navigating Ariba Contracts.
- Discuss OPE policy and its application to the federal contracting process.

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). Understanding of the federal contracting process, including the Federal Acquisition Regulations and Department of State Acquisition Regulations. Minimum six months of ILMS Ariba Buyer experience. A professional-level competency in English at the 3/3 level is required.

Audience: Overseas-based Department of State direct-hire (FS, LE Staff) employees who process solicitations or contracts, including procurement specialists, procurement agents and contracting officers. Other agency employees who meet the stated enrollment requirements may attend on a space-available, reimbursable basis. To enroll, DoS apply online or through 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: 6/12

ILMS Overseas Ariba Training

Course Codes PA369, 370-372, 376-377, 379, 384, 387, 391-392

See Distance Learning, pages 136-139.

ILMS Overseas Ariba Training, Advanced

Course Code PA396

This instructor-led training course provides users with knowledge and expertise to address more sophisticated aspects of Ariba. The course will consist of lectures, demonstrations, hands-on lessons, and scenario-based problem solving activities to ensure that participants develop a thorough understanding of the material. The ILMS team will offer this course two to three times per year. The Advanced Ariba Course will cover a series of topics, including: Purchase Cards, Blanket Purchase Agreements, Searches, Inbox Management, Special Orders, Status Tracking, Reports, recent and upcoming improvements and best practices. The ILMS Team will develop the course curriculum, presentations, hands-on activities and deliver the course. The ILMS Team will coordinate the involvement of other offices and presenters as necessary.

Course Objectives:
- Understand ILMS Ariba functionalities, including: Purchase Cards, Blanket Purchase Agreements, Searches, Inbox Management, Special Orders, Status Tracking, and Reports.
- Identify recent and upcoming Procurement-specific improvements.
- Identify and share ILMS best practices that can be implemented at Post.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: Please complete all ILMS Ariba tutorials related to our role, collect questions from colleagues and be prepared to share during the training.

Prerequisites: Students should have a working-level competency in English at the 3/3 level; basic computer skills (PC Basics, Basic Internet/Intranet Browser Navigation); intermediate to advanced knowledge of Ariba topics; a minimum of six months experience using Ariba; and working knowledge of overseas procurement regulations. Students must have completed all ILMS Ariba online tutorials for user's specific role and have management endorsement for participation.

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

Schedule: Four days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 1/15

ILMS Overseas Asset Management and Expendables User Advocate Training

Course Code PA385

This course will provide instructor-led training for the Integrated Logistics Management System Web-based application through discussion of recent enhancements, system simulations, hands-on training, recommendations for asset management best practices and consideration of future system functionality. Training is designed for overseas-based Department of State employees who are designated as Property Clerks, Expendables Clerks, Property Supervisors and General Services Officers. This course is State-specific and intended only for users of ILMS.

Course Objectives:
- Review proper annual inventory processes and updates to the annual inventory process.
- Run useful reports and queries within the ILMS Asset Management and Expendables Management modules.
- Discuss overseas best practices for managing non-expendable and expendable property in ILMS at post.
- Discuss new initiatives including Inventory Optimization and Loanable Property.
- Participate in advanced ILMS training with experts on the Asset Management and Expendables modules.
- Review the implementation of newly deployed ILMS enhancements and prioritize future ILMS enhancements that will benefit the overseas community.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisites: Basic computer skills (PC Basics, Basic Internet/Intranet Browser Navigation) and working knowledge of property management regulations (14 FAM).

Audience: Overseas-based Department of State direct-hire (FS, CS, PSC, LE Staff) Property Clerks, Property Supervisors, and General Service Officers who have the responsibility for handling property management. This is a "State-specific" course open

on an invitation-only, space-available basis to third-party contractors who have formally been designated this responsibility. To enroll, DoS may apply online or FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: A/LM will pay for students' travel, lodging and per diem. Details will be provided to invited, confirmed attendees. Call A/LM/PMP at 703-875-4307 or by email at ILMSTraining@state.gov.

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

Minimum/Maximum: 25/35

ILMS Overseas Asset Management Training, Advanced

Course Code PA355

The *ILMS Overseas Advanced Asset Management Training* provides users with knowledge and expertise to address more sophisticated aspects of Asset Management. The course consists of lectures, demonstrations and hands-on training to ensure that participants develop a thorough understanding of the material. The Advanced Asset Management Course will cover a series of topics, including Scanned Transfers, Recordkeeping, Physical Inventory, Status Tracking, Final Receipt, Reports, recent and upcoming improvements, and best practices. The ILMS Team will develop the course curriculum, presentations, hands-on activities, and deliver the course. The ILMS Team will coordinate the involvement of other offices and presenters as necessary.

Course Objectives:
- Understand ILMS Asset Management functionalities, including Scanned Transfers, Basic Recordkeeping, Physical Inventory, Status Tracking, Final Receipt, and Reports.
- Identify recent and upcoming Property-specific improvements.
- Identify and share ILMS best practices that can be implemented at Post.

OPM Competencies Addressed:
✓ Technical Credibility

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

Prerequisites: *PA365 ILMS Asset Management Property Reconciliation Process (Overseas)*, page 135, and *PA366 ILMS Asset Management Basic Property Record Keeping*, page 135. A working-level competency in English at the 3/3 level. Basic computer skills. Intermediate to advanced knowledge of Asset Management with a minimum of one year experience using ILMS Asset Management. Working knowledge of overseas property management regulations (14 FAM).

Audience: Department of State direct-hire (FS, LE Staff) employees who use ILMS Asset Management overseas. To enroll, apply online or FS may contact HR/CDA (see page 1).

Schedule: Three days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 6/15

ILMS Overseas Diplomatic Pouch and Mail

Course Codes PA388-389
See Distance Learning, pages 139-140.

ILMS Overseas Fleet Management Information System User Advocate Training

Course Code PA353

The *ILMS Overseas FMIS User Advocate Training* course on the Fleet Management Information System module and other Motor Vehicle features of the Integrated Logistics Management System. This course will include a review of recent enhancements, system simulations and hands-on training, recommendations for fleet management best practices and consideration of future system functionality. Training is designed for overseas-based Department of State employees who are designated as Motor Pool Clerks/Dispatchers, Motor Pool Supervisors and General Services Officers.

Course Objectives:
- Review the practical application of managing motor pool operations at post and discuss overseas best practices for using FMIS.
- Review proper annual inventory processes and updates to the annual inventory process for motor vehicles.
- Run useful reports and queries related to motor vehicles within the ILMS FMIS and Asset Management modules.
- Discuss recent initiatives including Vehicle Allocation Methodology and Fleet Management Plan.
- Review the implementation of newly deployed ILMS enhancements and review and prioritize future ILMS enhancements that will benefit the overseas community.

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 working knowledge of property management regulations (14 FAM).

Audience: Overseas-based Department of State direct-hire (FS, LE Staff) employees who are ILMS user at post. The is a "State Specific" course and is only for overseas users. Registration is by invitation only by the ILMS AM Team. Once contacted, DoS apply online or FS may contact HR/CDA. DoS contractors also submit a Contractor's Memo (see page 2).

Additional Information: A/LM will pay student's travel and per diem.

Schedule: Three days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 18/18

ILMS Overseas Management User Advocate Training

Course Code PA354

ILMS Overseas Management User Advocate Training reviews ILMS priorities and new initiatives, including the Annual Inventory process for non-expendable/expendable property and the motor vehicle fleet, strategic sourcing, eFiling, RFMS/ILMS integration, and the upcoming Ariba upgrade. The course includes a review of the latest ILMS Management tools, including business analytics and the FleetStat scorecard, inventory optimization, and management reports and queries. Advanced hands-on training is included on these topics in ILMS.

Course Objectives:
- Review ILMS priorities and new initiatives, including the Annual Inventory process for non-expendable/expendable property and the motor vehicle fleet, strategic sourcing, eFiling, RFMS/ILMS integration, and the upcoming Ariba upgrade.
- Review the latest ILMS Management tools, including business analytics and the FleetStat scorecard, inventory optimization, and management reports and queries.
- Review the Regional Initiative Council's Top 8 Priorities and how ILMS has addressed them.
- Share Property Management best practices from the Management perspective.
- Participate in hands-on advanced training with ILMS experts.

OPM Competencies Addressed:
✓ Technical Credibility

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

Recommended Preparation: Please collect feedback on ILMS from colleagues and be prepared to share during the training.

Prerequisite: Basic computer skills (PC basics, basic Internet/Intranet browser navigation) and working knowledge of property management regulations (14 FAM).

Audience: Department of State direct-hire (FS) employees who use ILMS and/or supervise users of ILMS. This course is not open to LE Staff. This is a "State Specific" course and is for users of ILMS. Registration is by invitation only by the ILMS AM Team. Once contacted, apply online or FS may contact HR/CDA; DoS contractors submit an SF-182 and include a Contractor's Memo (see page 2).

Schedule: Three days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 1/10

Supply Chain Management, Introduction to

Course Code PA360
See Distance Learning, page 140.

Transportation Workshop for LE Staff

Course Code PA250

This course is designed to provide Locally Employed Staff involved in transportation and shipping with the basic knowledge and skills they need to successfully manage transportation functions in a team-oriented environment at overseas posts.

Course Objectives:
- 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).
- Explain the roles of the Regional Logistics Support Offices, the Despatch Agencies and Consolidated Receiving Points.
- Describe the procedures to be followed for an overweight shipment before the shipment leaves post.
- Review the basic procedures for Department of Defense shipments.
- Describe special considerations concerning the shipment of HAZMATs, pets, motor vehicles, alcohol and firearms.
- Illustrate how to give employees advice on how to prepare for moving day, including the importance of inventories and insurance considerations.
- Differentiate between the International Through Government Bill of Lading method of shipment and the Direct Procurement Shipment method.
- Explain special transportation considerations for DoD shipments.
- Manage ILMS Transportation-Lite.
- Use ILMS Transportation-Lite and other information sources to respond to customer queries about inbound or outbound shipments.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Financial Management
✓ Flexibility
✓ Integrity/Honesty
✓ Oral Communication
✓ Problem Solving
✓ Team Building
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Professional Standards
✓ Written Communication

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (LE Staff) employees involved in GSO management and in transportation and shipping operations. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable or email. Due to regional differences, students should apply for the offering at their assigned Despatch Agency (see 14 FAM 614.5-5 (E (e.g., WHA Posts – Florida; EAP Posts – Bangkok or Seattle; EUR and AF – Antwerp/ELSO; Mission Mexico – Brownsville. NEA/SCA Posts may apply to Antwerp or Bangkok). 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).

Note: This course may be repeated on a space-available basis if the student last attended the course more than three years ago.

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

Minimum/Maximum: 10/50

Transportation Workshop for LE Staff, Advanced

Course Code PA256

This workshop is held in the greater Washington, D.C. area and provides senior LE Staff transportation personnel with first-hand knowledge of U.S. and overseas shipping procedures. A site visit to a local shipping International Through Government Bill of Lading company's storage facility a visit to the DoS storage facility in Hagerstown, and a briefing from the Baltimore Despatch Agency (subject to scheduling confirmation) is normally included. Students will complete hands-on training scenarios in ILMS Transportation-Lite. Participants will also have the opportunity to talk with Department officials on logistical matters affecting shipping operations at post.

Course Objectives:
- Exhibit a practical knowledge of operations of a Despatch Agency.
- Demonstrate enhanced customer service skills through greater knowledge of transportation policy.
- Determine common contractor issues through consultations with local packing and shipping company personnel (this session offered only once a year).
- Discuss transportation policy issues from Department by interaction with transportation colleagues.
- Demonstrate a clear understanding of international airfreight operations procedures and how those shipments clear customs.
- Analyze individual post logistical issues by interfacing with DoS logistic briefers, transportation counselors and FSI instructors to clarify.
- Review requirements and functions of ILMS Transportation Lite through hands on computer training.
- Use ILMS Transportation-Lite.

OPM Competencies Addressed:
✓ Accountability
✓ Creativity and Innovation
✓ Customer Service
✓ Decisiveness

✓ Financial Management
✓ Flexibility
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility
✓ Technology Management
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Innovation
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Professional Standards
✓ Written Communication

Prerequisite: A professional-level competency in English at the 4/4 level and completion of *PA250 Transportation Workshop for LE Staff*, page 240.

Audience: Department of State direct-hire senior ICASS Locally Employed Staff shipping supervisors at the FSN-06 level or above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for nominations will be announced via cable or by email. 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. Consultations off-site may require additional time up to standard working hours.

Minimum/Maximum: 15/25

Management Tradecraft Training

Cross-Cultural Values

Course Code RP275

This course provides students the basics of cultural differences, generic American beliefs and allows them to compare and contrast six cultural dimensions.

Course Objectives:
- Discuss "culture."
- Compare generalizations and stereotypes.
- Provide a 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
✓ Team Building

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Customer-Focused Performance

Course Code RP249

This overseas workshop is designed to provide the foundation for customer-focused management workplace 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.

Course Objectives:
- Categorize processes, customers and expectations in one's job.
- Identify customer needs and expectations for internal and external customers.
- Name and apply the three levels of service.
- Recognize and apply elements of proper phone and email etiquette.
- Distinguish and practice active listening techniques.
- Identify five steps in handling customer complaints.
- Define the collaborative management initiative and discuss its effect of organizations' systems.

OPM Competencies Addressed:
✓ Conflict Management
✓ Customer Service
✓ Decisiveness
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communications
✓ Resilience
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Job Information
✓ Oral Communication
✓ 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. Other agency employees who meet the stated enrollment 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).

Note: This course is offered at the regional training centers and at post upon request To request this course, Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

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

Minimum/Maximum: 15/25

Customer Service

Course Code RP276

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:
- Identify who are customers.
- Recognize customer perceptions and expectations.
- List the four different service levels.
- Compare methods to overcome obstacles to customer service.
- Develop 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
✓ Team Building

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 stated enrollment 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: Half-day; scheduled between 9:00 a.m. and 4:00 p.m.

Note: This course is offered at the regional training centers and may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

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, learn about functional areas within the Department of State, and develop their individual management and supervisory skills with an emphasis on managing for results.

Course Objectives:
- Apply strategic planning and knowledge of management systems.
- Apply management principles and best practices in work settings.
- Present concise presentations and write more effectively.
- Negotiate using conflict management skills.
- Manage interviewing and hiring process and learn about latest EEO issues.
- Facilitate change and two-year staffing changes.
- Plan how to work effectively with human resources, budget and procurement resource systems.
- Expand knowledge of Department of State acquisitions.

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 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 stated enrollment 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: Two one-week sessions are held one week per month over three consecutive months; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 12/24

E2 Solutions

Course Code PA195-199
See Distance Learning, page 140-141.

eCountry Clearance: Training

Course Code PA471-473
See Distance Learning, page 142.

Essentials of Overseas Management

Course Code PA313

This course is designed to provide basic training in Department of State 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 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.

This course is offered following these Management Tradecraft Training courses:
- *PA211 Financial Management Overseas*
- *PA221 General Services Operations*
- *PA231 Human Resource Management*
- *PA521 Facility Manager Tradecraft*

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 how domestic bureaus interact with posts on management issues.
- Explain the roles of IRM, MED and RSO and how to develop collegial relationships.
- Discuss the basic principles of the Collaborative Management Initiative.
- Recognize merging knowledge management strategies and their application at post.
- Describe the basics of ICASS and how to work best with the FMO at post.
- Discuss the basics of human resources overseas and managing local staff members.
- Recognize the basics of acquisitions and collaborating with the GSO at post.

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 to their first overseas assignment within a management section and who are enrolled in a subsequent management tradecraft course (see listing page 243).

Secondary: DoS direct-hire LE Staff at the FSN-07 level and above who are enrolled in a subsequent management tradecraft course.

Tertiary: Other U.S. government agency employees who meet the stated enrollment 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.

Note: Students who have previously taken *PA313 Essentials of Overseas Management* or *PA211 Financial Management Overseas*, *PA221 General Services Operations*, *PA230 Human Resource Management Overseas*, or *PA231 Human Resource Management*, are not required to retake/take *PA313* as a prerequisite for *PA211*, *PA221*, *PA231* or *PA521*.

Additionally, students, who have completed an overseas tour in a management section, may not be required to attend *PA313* as a prerequisite for *PA211*, *PA221*, *PA231*, or *PA521*. Please email FSIMGTTR@state.gov for further information.

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 fax 703-302-7152.
- See page 2 for further information.

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

Minimum/Maximum: 10/35

Foreign Service National Supervisory and Management Skills – Beyond the Basics

Course Code RP259

This course is the second in a trilogy of FSN courses that focus on supervision, management, and leadership. *RP259* presents management skills, knowledge and abilities performed by FSN supervisors at a Foreign Service post. The course is conducted in an experiential learning environment. Topics include Managing Up, Project Management, MBTI Temperaments, Team Development, Adult Learning Principles, Conflict, Change Management, and Employee Performance Counseling.

Course Objectives:
- Identify the impact strategic planning has on the projects performed at post.
- Discuss adult learning preferences and the impact on the workplaces.
- Use the experiential learning cycle to review individual and team performance.
- Identify characteristics of MBTI Temperaments.
- Diagnosis stages of team development using the Tuckman Team Development Model.
- Identify personal conflict preferences using the Thomas-Kilmann conflict instrument.
- Discuss the change management process.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Oral Communication
✓ Written Communication

Prerequisite: *RP248 Foreign Service National Supervisory Skills*, page 244, and 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 stated enrollment

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).

Note: This course is offered at the regional training centers and at post upon request To request this course, Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Schedule: Five days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Foreign Service National Supervisory Skills

Course Code RP248

This workshop is a basic supervisory course for Foreign Service National supervisors and team leads. By participating in the course, participants will develop skills, knowledge and abilities required of FSN supervisors to perform their supervisory functions in a team-oriented environment at Foreign Service posts.

Course Objectives:
- Identify basic supervisory responsibilities and the supervisor's role in motivating employees.
- List steps in the performance management cycle.
- Discuss personality preferences and their impact on workplace activities.
- Use the Ken Blanchard leadership model to diagnose and prescribe recommended leadership styles.
- Describe effective communication skills used throughout the performance cycle.
- Plan an effective performance feedback session.

OPM Competencies Addressed:
✓ Accountability
✓ Conflict Management
✓ Continual Learning
✓ Decisiveness
✓ Flexibility
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Problem Solving
✓ Technical Credibility
✓ Written Communication

FS Precepts Addressed:
✓ Oral Communication
✓ Written Communication

Recommended Preparation: Completion of *PA496 Locally Employed Staff Performance Management and Evaluation*, page 133, is strongly recommended prior to attending the course.

Prerequisite: Students must have a professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire FSN supervisors, team leads and unofficial supervisors at the FSN-06 or higher level who contribute to work assignments. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable and space-available basis. To enroll, DoS apply online or through HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Note: The course is offered at posts overseas. To request the course, post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Schedule: Three-and-a-half days; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 15/25

Management Controls

Course Code PA164

See Distance Learning, page 143.

Management Tradecraft, Overseas

Course Code PA243

This course is designed to prepare students for management officer positions overseas through presentations on management section units, mission partners and interagency co-operation, and management tools. 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:
- Demonstrate competencies to help an overseas management team achieve the section's and mission's overall strategic objectives.
- Explain the management section's role in crisis situations.
- Apply principles of process-oriented management.
- Illustrate the use of the Mission Strategic Plan and business case in making sound management decisions.
- Apply metrics to measure performance and return on investment.
- Use continuous process improvement as a management tool.
- Indicate tools for managing up, down and across the organization.
- Use technology to enhance section objectives.

OPM Competencies Addressed:
✓ Customer Service
✓ Decisiveness
✓ Financial Management
✓ Human Capital Management
✓ Influencing/Negotiation
✓ Oral Communication
✓ Partnering
✓ Political Savvy
✓ Problem Solving
✓ Team Building

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 direct-hire (FS) 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: Two 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, and 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.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Customer Service
✓ Developing Others
✓ Entrepreneurship
✓ External Awareness
✓ Human Capital Management
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Partnering
✓ Political Savvy
✓ Public Service Motivation
✓ Strategic Thinking
✓ Team Building
✓ Vision

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 or Consular Officer position or two tours overseas in different management sub-function positions/sections.

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. Limited to Department of State employees.

Note: Priority will be give to employees who have onward assignments as Consular or Management Officers at overseas posts. 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 RP123

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.

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.
- Identify three levels of customer service, from basic to systemic.
- Identify reasons for poor or inadequate service.
- Improve communication and team efforts to improve overall service levels.
- Plan systems that encourage a "customer friendly" work environment.

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

Prerequisite: A professional-level competency in English at the 4/4 level is required.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees. Other agency employees who meet the stated enrollment 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.

Note: Special sessions are available upon request when funded by the requesting bureau. This course may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainers' travel to post.

Minimum/Maximum: 12/25

Managing Projects at State

Course Code PA680

This course is an intensive workshop that will provide a solid entry into the field of project management, introducing and applying industry-wide project management terminology, key phases of the project management cycle and State Department specific case studies that simulate different phases. 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 typical Department of State projects, including those in an overseas environment.
- Explain the similarities and differences between project management in the private sector and in the federal government environment.
- Use project management techniques to foster teamwork.

OPM Competencies:
✓ Accountability
✓ Creativity and Innovation
✓ Decisiveness
✓ Flexibility
✓ Partnering
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Team Building
✓ Technical Skills

Prerequisite: Knowledge of contract management. A professional-level competency in English at the 4/4 level.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees, who are project managers, would like to become project managers, or serve as team members. Other Agency employees who meet the stated enrollment 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 4:00 p.m.

Minimum/Maximum: 12/24

Managing Projects at State – OBO Companion Course

Course Code PA682

Building upon FSI's *PA680 Managing Projects at State* course, page 245, this companion course provides students with a more advanced level of project management, specifically used by the Bureau of Overseas Buildings Operations projects, the processes involved and the MSP OBO Project Cycle. OBO subject matter experts outline the multi-year OBO Project Management cycle and describe the synergies between the various Directorates within OBO and coordinating with functional and regional bureaus. OBO project managers will provide examples of "Best Practices" and "Lessons Learned." Course content will be updated as needed, depending on Department initiatives and the needs of the participants.

Course Objectives:
- Explain the complete project management cycle in creating a new facility.
- Discern the different of roles of offices and how they directly and indirectly interrelate in their responsibilities.
- Review step-by-step process in planning, development and execution of construction project and an OBO capital project cycle.
- Explain the timeline involved in accomplishing major milestones in each phase of project.
- Highlight at each point in the project cycle where there is no "turning back."

OPM Competencies Addressed:
✓ Continual Learning
✓ External Awareness
✓ Problem Solving
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility

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

Recommended Preparation: *PA680 Managing Projects at State*, page 245.

Prerequisite: Knowledge of contract management. A professional-level competency in English at the 4/4 level.

Audience:
Primary: Department of State direct-hire (FS, CS) employees. DoS direct-hire (FS, CS, LE Staff) employees who have an NEC scheduled within the next seven years.

Secondary: DoS direct-hire (FS, CS) employees who have a stakeholder interest in the construction of NECs. Other agency employees who meet the stated enrollment 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; 8:30 a.m. to 4:00 p.m.

Minimum/Maximum: 8/25

Myers-Briggs Type Indicator, An Introduction

Course Code RP260

This class is intended to introduce the Myers-Briggs Type Indicator instrument as a tool that provides insight into how we comprehend, interpret and react to people and situations differently based on our personality preferences. Understanding personality preferences by use of the MBTI instrument provides a great advantage in understanding and developing oneself, which may impact one's work productivity and support improved relationships with others in the workplace. The MBTI instrument is widely used worldwide, and it is implemented in various Department of State training programs. It is considered as a baseline tool in leadership development and communications, team building, and counseling activities.

Course Objectives:
- Identify and validate one's personality preferences (type) using the MBTI instrument.
- Discuss examples of one's type.
- Identify and practice best uses of one's preferences in the workplace.
- Identify one's non-preferences and generate opportunities and suggestions for working in one's non-preferences.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Oral Communication
✓ Team Building

Audience: Department of State direct-hire Foreign Service National employees at all levels. Other Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS direct hire FSNs apply online; Non-DoS submit a funded SF-182 (see page 2).

Note: The course is offered at the regional training centers and may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainer's travel to post.

Schedule: Half-day; scheduled between 8:00 a.m. and 5:00 p.m.

Minimum/Maximum: 15/25

Myers-Briggs Type Indicator and Temperaments

Course Code RP360

The *Myers-Briggs Type Indicator and Temperaments* class provides a developmental perspective of personality preferences. This class explains how people react to their environment and classifies basic patterns of behavior. This knowledge of one's own and others' personality preferences is useful in understanding oneself and colleagues, which has the potential to impact productivity and collegiality in the workplace. The MBTI instrument is widely used worldwide and it is imple-

mented in various Department of State training programs. It is considered as a baseline tool in leadership development and communications, team building, and counseling activities.

Course Objectives:
- Identify and validate one's personality preferences (type) using the MBTI instrument.
- Discuss examples of one's type.
- Identify and practice best uses of one's preferences in the workplace.
- Identify one's non-preferences and generate opportunities and suggestions for working in their non-preferences.
- Apply knowledge of one's type to one's leadership style and learning style.

OPM Competencies Addressed:
✓ Conflict Management
✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Oral Communication
✓ Team Building

Audience: Department of State direct-hire Foreign Service National employees at all levels. Other Agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS direct hire FSNs apply online; Non-DoS submit a funded SF-182 (see page 2).

Note: The course is offered at the regional training centers and may be offered at post upon request. Post should submit a request to their regional training center. Post may be required to fund travel and per diem expenses for trainer's travel to post.

Schedule: One day; 8:00 a.m. to 5:00 p.m.

Minimum/Maximum: 15/25

Post Duty Officer Responsibilities, Introduction to

Course Code PA404
See Distance Learning, page 143.

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.
- Recognize 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 available to PMOs and posts.
- Describe how the NSDD-38 process works and when it should be applied.
- Summarize how and under what circumstances the K Fund can be tapped.
- Distinguish 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 143.

Web.PASS Visitor Management

Course Code PA428
See Distance Learning, page 144.

These courses provide high-quality negotiation training for employees of the Department of State, and on a reimbursable basis, representatives of other foreign affairs and national security agencies. Our students leave training 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 170.
- Negotiation, page 248.
- Political Training, page 259.

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

International Negotiation: Art and Skills

Course Code PP501

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
✓ Job Information
✓ 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 stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Five days; 9:00 a.m. to 4:15 p.m. Offered five times a year.

Minimum/Maximum: 16/24

International Negotiations, Advanced

Course Code PP515

This course is for graduates of *PP501 International Negotiation: Art and Skill*, page 248, who would like additional training in negotiation theory and practice. It is tailored for members of U.S. government delegations assigned to negotiations with foreign counterparts. Students learn through lecture, case studies, practical exercises and a role-play simulation that focuses 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
✓ 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

Prerequisite: *PP501 International Negotiation: Art and Skills*, page 248.

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 stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Four days; 9:00 a.m. to 4:15 p.m. Offered once a year.

Minimum/Maximum: 15/20

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 249.
- Communications and Public Speaking, page 39.
- Distance Learning, page 144.

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

See Communications and Public Speaking, page 39.

Career Builders: Communication Skills

Course Code PK209

See Communication and Public Speaking, page 39.

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, technology and professional development.

Course Objectives:

- Analyze the structure and culture of the Department of State.
- Prepare Department correspondence in accordance with the 5 FAH.
- Identify professional development opportunities.
- Implement standards of professionalism and job effectiveness.

OPM Competencies Addressed:

✓ Continual Learning
✓ Customer Service
✓ Interpersonal Skills
✓ Resilience
✓ Technical Credibility

Recommended Preparation: *PK324 TAGS and Terms*, page 145, *PK207 Files and Records Managements*, pages 145 and 250, and *PS530 SMART Messaging: A Course for Users*, page 92, or *PS531 SMART End-User Training*, page 68.

Audience: Department of State direct-hire (CS) Office Support Professionals. To enroll, apply online.

Schedule: Ten 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 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.
- Enhance 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 249, and *PK325 Writing Skills – Grammar Fundamentals*, page 40 or equivalent training.

Audience: Department of State direct-hire (CS) 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 fourteen 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 Management Database* is a contact, event management, and reporting database. It provides posts with the ability to create individual contact data, manage events, create seating charts and invitations, biographic data, participant tracking, generate reports, email templates, and much more.

This course provides an overview of the Contact Management Database functions and presents practices that lead to more effective use of the database application.

Course Objectives:

- Explain the functionality and structure of the Contact Management Database.
- Create, manage, and edit records of individual persons.
- Create and manage events.
- Create reports based on events, lists, and persons.
- Generate guest lists, labels, merge letters, and seating charts.
- Manage invitations and appointments from outside sources.
- Work with Barcodes and the Check-In system.

OPM Competencies Addressed:

✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ 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 who use or plan to use the CMD in the future. Other agency employees who meet the stated enrollment 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: 5/18

E2 Solutions: Training

Course Codes PA195, PA198, PK196-197
See Distance Learning, page 140-141.

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 roles and responsibilities for records management.
- Analyze the life-cycle of records.
- Adopt good records management practices.
- Apply records retirement procedures.
- Anticipate changes to records management policies and procedures.

OPM Competencies Addressed:
✓ Accountability
✓ Technical Credibility

FS Precepts Addressed:
✓ Information Gathering and Analysis
✓ Operational Effectiveness
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills

Recommended Preparation: *PK324 TAGS and Terms*, page 145.

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 apply online or FS may contact HR/CDA; DoS contractors also submit a Contractor's Memo (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: 8/20

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 and 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, learn fundamental protocol skills and prepare and deliver a country presentation. The students are introduced to the Core Precepts – guidelines in which all Foreign Service OMSs are tenured and promoted.

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 mission strategic goals of their embassy.
- Use a variety of online systems to support the embassy mission.
- Apply correct protocol guidelines when planning and attending official social events.
- Apply U.S. government 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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Technical Skills
✓ Workplace Perceptiveness
✓ Written Communication

Audience: Department of State direct-hire new-hire (FS) Management Specialists. Enrollment by assignment through entry-level HR/CDA.

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

Minimum/Maximum: 8/20

Managing Up: Linking Support and Supervision

Course Code PK305
See Leadership/Management, page 111 and 192.

Office Management Specialists Training Symposium

Couse Code PK332

This symposium provides a forum for Office Management Specialists to network with each other and discuss issues relevant to the Office Management Specialist career. Topics may include briefings on bureau issues, strategies for career development and other issues of interest to OMSs directing their careers. The conference is usually hosted by a post within a geographical bureau.

Course Objectives:
- Explore bureau issues.
- Develop strategies for career development.

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

FS Precepts Addressed:
✓ Decision-Making and Judgment
✓ Innovation
✓ Management of Resources
✓ Operational Effectiveness
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Workplace Perceptiveness

Audience: Direct-hire (FS, CS) Office Management Specialists working overseas and domestically. 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: 12/20

Office Support Essentials for Locally Employed Staff

Course Code PK335

This course covers essential office support skills for Locally Employed Staff who are new to the Department. Participants learn to format Department correspondence and apply the principles and techniques of quality customer service and time management in a multicultural work environment. Participants are encouraged to share key concepts with colleagues and supervisors at post after the course.

Course Objectives:
- Describe the mission and structure of the Department of State.
- Apply customer service and time management skills in a multicultural work environment.
- Format correspondence, memos, diplomatic notes, congressionals and cables using appropriate TAGS and Terms.
- Navigate the intranet and other online resources.
- Develop an Action Plan.

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

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Customer Service
✓ Institutional Knowledge
✓ Operational Effectiveness
✓ Professional Expertise
✓ Technical Skills

Recommended Preparation: *PK207 Files Management* and *PK324 TAGS and Terms*, page 145.

Audience: Department of State direct-hire (LE Staff) employees who perform office support functions. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online; Non-DoS submit a funded SF-182 (see page 2).

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

Minimum/Maximum: 8/20

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.
- 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.
- 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:
✓ Adaptability
✓ Customer Service
✓ Decision-Making and Judgment
✓ Directing and Developing Performance
✓ Innovation
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Standards
✓ Relationship Building and Representational Skills
✓ Team Building
✓ Workplace Perceptiveness

Prerequisite: *PK102 Foreign Service Office Management Specialist Training for Entering Personnel*, page 250, or approval of Office Management Training Director (email FSIOMT@state.gov).

Audience:
Primary: 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.

Secondary: DoS direct-hire 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 stated enrollment 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: 10/20

Pathways to Success Using Myers-Briggs Type Indicator

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:
- Know the preferences of the 16 MBTI personality types.
- 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 direct-hire (FS, CS) Office Management Specialists and 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 stated enrollment 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: 12/16

Project Management, Problem Solving and Negotiation Skills for OMSs

Course Code PK330

This course is designed for FS Office Management Specialists and CS Office Support Professionals. 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

Audience: Department of State tenured FS Office Management Specialists at the FS 05-03 levels and career status CS Office Support Professionals at the GS-07 to -11 levels. To enroll, apply online or FS may contact HR/CDA.

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

Minimum/Maximum: 8/20

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.
- 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.
- 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
✓ Relationship Building and Representational Skills
✓ Written Communication

Prerequisite: A professional-level competency in English speaking and comprehension at the 4/4 level.

Audience: Department of State direct-hire (FS, LE Staff) OMS and Protocol Assistants. Other agency employees who meet the stated enrollment 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: 10/20

TAGS and Terms

Course Code PK324

See Distance Learning, page 145.

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, D.C. for the first time and others whose positions require a great deal of inter-bureau 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.

Ambassadorial Seminar Orientation for Non-Career Appointees

Course Code PT140

This course is for newly appointed Non-Career Ambassadorial appointees as a pre-requisite for the two-week *PT120 Ambassadorial Seminar* which follows this course. The course provides information about working for the U.S. government and the Department of State in particular. It will explore the corporate culture and structure of key USG and DoS organizations, public sector/private sector differences, critical USG and DoS relationships, the role of Ambassador, working in an embassy environment, HR personnel systems and the logistical support for getting to post.

Course Objectives:
- To acquaint Schedule C Ambassadorial appointees with critical information on USG and DoS culture, structures, processes, key relationships, HR systems and budget.
- To acquaint Schedule C Ambassadorial appointees with the role of the Chief of Mission, embassy structure and roles, best practices and expectations in order to be successful.

FS Precepts Addressed:
✓ Adaptability
✓ Job Information
✓ Institutional Knowledge
✓ Workplace Perceptiveness

Prerequisite: Nomination as Ambassador-Designate by the White House.

Audience: Schedule C Ambassadors, by appointment only. To enroll, DoS HR/CDA assignment only.

Schedule: Two days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 2/10

Department of State: History, Authorities and the Interagency Process

Course Code PN435
See Distance Learning, page 145.

Information Resource Officer Orientation

Course Code PY221

Through lectures, interactive programs, and oral and written exercises, this course introduces newly hired Information Resource Officers to the Department of State's Information Resource Center program and the work of the Information Resource Officer.

Course Objectives:
- Inform new Information Resource Officers on the IRC's function in U.S. Missions.
- Define all aspects of the overseas IRC environment.
- Hone skills in the electronic resources that IRCs use to access information.
- Clarify the role of the Information Resource Officer in ensuring the success of the IRC program within a geographic region.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Customer Service
✓ Entrepreneurship
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility
✓ Technology Management

FS Precepts Addressed:
✓ Active Listening
✓ Customer Service
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Management of Resources
✓ Oral Communication
✓ Professional Expertise
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Written Communication

Audience: Department of State newly-hired Foreign Service Information Resource Officers. Restricted enrollment. To enroll, apply through HR/CDA (see page 1).

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

Minimum/Maximum: 1/10

Introduction to Working in an Embassy

Course Code PN113
See Distance Learning, page 146.

Limited Non-Career Appointment Orientation

Course Code PN151

This course is designed for new State Department limited non-career appointments to serve in designated overseas missions. The course provides an orientation to the Department of State, including the basic information they need to be effective in their roles supporting operations in countries for which they have been hired due to specific pre-existing skills.

Course Objectives:
- Identify the elements which constitute the profession of diplomacy, the foreign affairs community and the overall mission of the Department of State.
- Identify the terms of their employment, including allowances, benefits and the assignment process.
- Identify the skills needed to create a culture of diversity and inclusion in the workplace which contribute to the success of the mission.
- State the importance of professionalism and responsibility within the Department of State.
- Identify the elements that will prepare them for the practical demands and rigors of service overseas.

OPM Competencies Addressed:
✓ Continual learning
✓ Flexibility
✓ Interpersonal Skills
✓ Technical Credibility

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Professional Expertise

Audience: Department of State direct-hire employees newly hired on limited non-career appointments. Enrollment is through HR/REE only.

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

Minimum/Maximum: 5/40

Orientation for Civil Service Employees

Course Code PN127

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:
- Comprehends the Department's structure and role in the foreign affairs community.
- Summarize the Department's Civil Service career development program.
- Outline employee responsibilities.
- Understand personnel policies.
- Apply EEO awareness.
- Demonstrate leadership and interpersonal skills.
- Explain 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).

Additional Information: Call 703-302-6996.

Schedule: Five days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/65

Orientation for Consular Adjudicators

Course Code PN150

This course prepares new Consular Adjudicators hired on limited non-career appointments to serve in designated overseas missions. The course provides a thorough orientation to the Department of State, including the skills and information they need to be effective in their role supporting consular and mission operations in countries for which they have been hired due to specific pre-existing skills.

Course Objectives:
- Identify the elements which constitute the profession of diplomacy, the foreign affairs community, and the overall mission of the Department of State.
- Identify the terms of their employment, including allowances, benefits and the assignment process.
- Identify the skills needed to create a culture of diversity and inclusion in the workplace which contribute to the success of the mission.
- State the importance of professionalism and responsibility within the Department of State.
- Identify the elements that will prepare them for the practical demands and rigors of service overseas.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Institutional Knowledge
✓ Interpersonal Skills
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Technical Credibility
✓ Written Communication

Audience: Department of State new-hire Consular Adjudicators, hired on limited non-career appointments. Enrollment through HR/REE only.

Additional Information: Call 703-302-6996.

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

Minimum/Maximum: 5/40

Orientation for Foreign Service Generalists

Course Code PG101

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 Generalists. Enrollment through HR/REE only.

Additional Information: Call 703-302-6996.

Schedule: Six weeks; 8:00 a.m. to 5:00 p.m., Room F2328.

Minimum/Maximum: 15/98

Orientation for Foreign Service Specialists

Course Code PN106

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.

Additional Information: Call 703-302-6996.

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 Locally Employed Staff

Course Code PN410
See Distance Learning, page 146.

Orientation for Non-Career Domestic Appointees

Course Code PT141

This course is for newly appointed non-career domestic appointees at the Office Director and DAS level and higher. The course provides information about working for the U.S. government and the Department of State in particular. It will explore the corporate culture and structure of key U.S. government and DoS organizations, public sector/private sector differences, critical stakeholder relationships, the role of the regional and functional bureaus, and Civil Service and Foreign Service personnel systems.

Course Objectives:
- To acquaint non-career domestic appointees with critical information on U.S. government and State culture, structures, processes, and key relationships.
- To acquaint non-career domestic appointees with the role of the bureaus and interrelationships, embassy structure and roles, and convey best practices and expectations in order to be successful.

FS Precepts Addressed:
✓ Adaptability
✓ Job Information
✓ Institutional Knowledge
✓ Workplace Perceptiveness

Audience: Non-career appointees in Domestic assignments at the GS-15 equivalent level or higher. To enroll, DoS apply online or FS may contact HR/CDA (see page 2).

Schedule: One day; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 5/30

Orientation for Presidential Management Fellows

Course Code PN120

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, apply online (see page 1).

Additional Information: Call 703-302-6996.

Schedule: Four days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/60

Orientation to State Overseas

Course Code MQ119

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 an introduction to the Foreign Service Institute and a basic orientation to critical commonly-accessed services. Participants will gain 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 course also empowers participants to effectively research posts of assignment and to prepare for entry into foreign affairs communities by providing a primer on using the Overseas Briefing Center as well as an introduction to diplomatic protocol.

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, their adult Eligible Family Members and Members of Household. Other foreign affairs agency employees and their adult EFMs and MOHs who meet the stated enrollment requirements may attend on a reimbursable basis (EFMs and MOHs on a reimbursable, space-available basis). To enroll, DoS apply online or FS may contact HR/CDA; DoS EFMs or MOHs contact sponsors' CDO. Non-DoS submit a funded SF-182 (see page 2).

Additional Information:
Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 20/100

Spouse/Partner Orientation

Course Code MQ120

This orientation program is designed for family members and Members of Household of new Foreign Service Generalist and Specialist employees. It provides for an overview and a basic understanding of the key components of Department of State services including medical support, Family Liaison Office and support for children's educational needs. The course introduces the bidding process and also empowers participants to effectively research posts of assignment and to prepare for entry into foreign affairs communities by providing a primer on using the Overseas Briefing Center. The program also provides an introduction to the Foreign Service Institute.

Course Objectives:
- Gain initial familiarity with the FS lifestyle.
- Develop an understanding of the services available through the Department of State for employees, EFMs and MOH.
- Receive an introduction to using the Foreign Service Institute and the Overseas Briefing Center.
- Understand the bidding process and how assignments are made.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Team Building

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Institutional Knowledge

Audience: Department of State direct-hire (FS) employees' adult Eligible Family Members and Members of Household. To enroll, apply online or contact HR/CDA.

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 8/30

Volunteer Recruiters Orientation

Course Code PD548

This course covers the essential knowledge, skills and attitudes to prepare all direct hires who will be sharing information about State Department career opportunities (e.g., Volunteer Recruiters and Hometown Diplomats). Emphasis is on awareness of up-to-date information on the selection processes for entry into the Foreign Service, Civil Service and Student Internship Programs.

Course Objectives:
- List steps in Foreign Service Officer selection process.
- Identify specialization areas of Foreign Service Specialists.
- Summarize the Civil Service job application process.
- Identify paid and unpaid Student Internship Programs.
- Explain the Department's marketing and branding strategy.

OPM Competencies Addressed:
✓ Continual Learning
✓ Interpersonal Skills
✓ Oral Communication
✓ Public Service Motivation

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Leadership and Management Training
✓ Oral Communication

Audience: Department of State direct-hire (FS, CS) employees. To enroll, apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 8/35

Washington Tradecraft

Course Code PT203

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.

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 direct-hire (FS) employees preparing to serve their first tour in Washington, D.C., and DoS direct-hire mid-level (CS) 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 state enrollment 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).

Additional Information: Call 703-302-6996.

Schedule: Four days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 10/25

Working in the Department Seminar

Course Code PN205

This course is designed for Foreign Service Generalists who have just completed Orientation training and are beginning a domestic assignment. Enrollment is limited to this audience. The goal is to give Foreign Service Generalists doing their first tour in the Department the skills and information they need to be effective in the Washington environment. The course builds off the material covered in Orientation courses. This course is similar to *PT203 Washington Tradecraft*, page 256, but is geared toward first tour officers.

Course Objectives:

- Understand how an office in the Department functions in Washington's interagency environment and the roles of Department leadership, including Assistant Secretaries, Deputy Assistant Secretaries, Office Directors, Deputy Office Directors, staff assistants and the Line.
- Know how to draft and clear paper in the Department, including memoranda for the 7th floor, Daily Activity Reports, and briefing documents.
- Understand the tools and resources available to officers in the Department, including e-Diplomacy websites, the Executive Secretariat's Info link and the Bunche Library.
- Understand the different personnel systems within the Department, including Foreign Service, Civil Service and Schedule C.

FS Precepts Addressed:

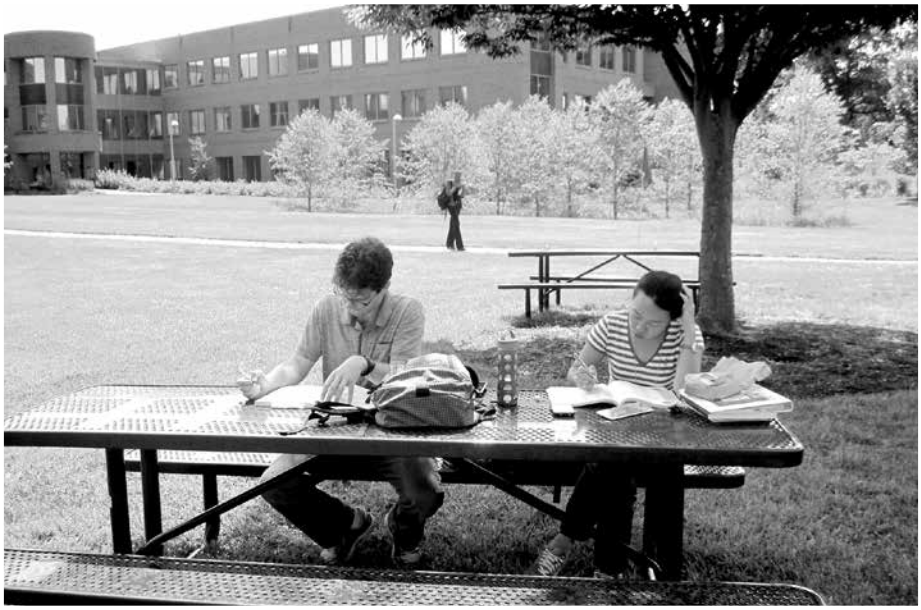
✓ Critical Thinking
✓ Institutional Knowledge
✓ Job Information
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise
✓ Written Communication

Audience: First tour Foreign Service Generalists and Specialists in a domestic assignment who have completed Orientation within 90 days of the start of the course. To enroll, apply online or contact HR/CDA.

Additional Information: Call 703-302-6996.

Schedule: Two days; 9:00 a.m. to 4:30 p.m.

Minimum/Maximum: 5/25



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.

Community Liaison Office Responsibilities, Introduction to the

Course Code PA490

See Distance Learning, page 146.

Professional Development for CLO Coordinators

Course Code PD545

This course is designed for newly appointed CLO Coordinators. The training is designed to further develop the professional skills required to enhance performance and familiarize participants with the resources available within the Department.

Course Objectives:

- Define and articulate CLO duties in the eight areas of responsibility.
- Identify and practice the professional skills required to effectively perform CLO duties.
- Understand the function of the FLO Office and the FLO/CLO relationship.
- Train CLO as a professional member of the Country Team.

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: Appointment Eligible Family Members (AEFMs) serving as Community Liaison Office Coordinators and on a space-available basis, CLO Assistants.

Enrollment Procedures: The Family Liaison Office will select candidates and inform posts of the selection, at which point candidates will be instructed to register online.

Schedule: Five days; 8:30 a.m. to 5:00 p.m.

Minimum/Maximum: 18/25

The Political Training Division provides high-quality tradecraft and issue-specific training for Department of State Foreign Service Officers, Civil Service and LE Staff employees and on a reimbursable basis, and 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 main catalog themes:

- Global and Multilateral Issues, page 170.
- Negotiation, page 248.
- Political Training, page 259.

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

Arms Control and Nonproliferation

Course Code PP203

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 includes interactive exercises during which students have the opportunity to work with interagency colleagues 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
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Partnering
✓ Problem Solving

FS Precepts Addressed:

✓ Active Listening
✓ 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 stated enrollment 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).

Additional Information: Call 703-302-7184.

Schedule: Five days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Congressional Relations

Course Code PP204

This 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 Department of State'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:

✓ Continued Learning
✓ Creativity and Innovation
✓ External Awareness
✓ Partnering
✓ Political Savvy
✓ Public Service Motivation

FS Precepts Addressed:

✓ Customer Service
✓ Institutional Knowledge
✓ Job Information
✓ Professional Development
✓ 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).

Additional Information: Call 703-302-7184.

Schedule: Three days; 9:00 a.m. to 4:15 p.m.

Minimum/Maximum: 15/30

Development in Diplomacy and Foreign Policy

Course Code PE426

See Distance Learning, page 147.

Economic Issues

Course Code PE285

See Economic and Commercial Studies, page 162.

Foreign Assistance Program Monitoring and Evaluation

Course Code PP425

See Distance Learning, page 147.

Foreign Policy Advisors Orientation Course

Course Code PP221

This course will orient new POLADs to their responsibilities as personal advisors to senior U.S. military leaders/commanders and how they can contribute to the Command's planning and decision-making. The course exposes students to the broader U.S. government policy environment and to best practices for supporting the diplomatic and political aspects of the commander's responsibilities. The course also explores POLADs' administrative responsibilities and support options. Senior leadership from the Bureau of Political-Military Affairs, State regional bureaus and military organizations will make presentations, and former POLADs will share their tips for success. Presentations will address current foreign and military policy issues, and the

organization and operations of the Department of Defense and of 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, the Office of the Secretary of Defense, the Joint Staff and major military commands will also be covered.

OPM Competencies Addressed:
✓ External Awareness
✓ Influencing/Negotiating
✓ Partnering
✓ 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 (FS) officers detailed as Political Advisors to U.S. military service chiefs in the Pentagon. Principal U.S. military commanders in the United States and overseas may enroll on a reimbursable basis.

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).

Additional Information: Call POLAD at 202-453-9321.

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

Minimum/Maximum: 6/35

Foundations of International Law

Course Code PP324

Foundations of International Law will provide 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 the critical role of international law in the pursuit of our foreign policy objectives. The importance of a working knowledge of the foundational concepts of International law continues to grow 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 state responsibility under international law; international human rights law; principles of international environmental law, and certain aspects of the law related to the European Union. Case studies bringing together issues raised by the speakers will be incorporated into the instruction to provide participants with an understanding of the kinds of issues and concerns that U.S. officials – both abroad and in Washington – should be aware while working in the foreign policy arena.

Course Objectives:
- Familiarize U.S. government professionals with the essential principles and practices of international law.
- Share departmental expertise and underscore importance 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 involvement in various organizations responsible for creating, interpreting and implementing international law.

OPM Competencies Addressed:
✓ External Awareness
✓ Partnering
✓ 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 stated enrollment 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).

Enrollment must be approved by L Bureau.

Additional Information: Call 703-302-7184.

Schedule: Three days; 8:30 a.m. to 4:45 p.m. Offered once a year.

Minimum/Maximum: 15/30

INL Distance Learning Courses

Course Code PP420

See Distance Learning, page 147.

INL Orientation Workshop

Course Code PP218

See Global and Multilateral Issues, page 170.

Intelligence and Foreign Policy

Course Code PP212

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 operates within the interagency national intelligence architecture. The course examines 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.
- Compare and contrast the operational and analytical uses of intelligence.
- Discuss current issues concerning evolution of the intelligence process.

OPM Competencies Addressed:
✓ External Awareness
✓ Partnering
✓ 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 stated enrollment requirement may attend on a reimbursable basis. Course dates and request for applications will be announced via Department Notice. 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.

Additional Information: Call 703-302-7184.

Schedule: Three days; 9:00 a.m. to 4:00 p.m. Offered twice a year.

Minimum/Maximum: 15/30

International Negotiation: Art and Skills

Course Code PP501
See Negotiation, page 248.

International Negotiations, Advanced

Course Code PP515
See Negotiation, page 248.

International Terrorism: Understanding the Threat and Formulating the Response

Course Code PP521
See Global and Multilateral Issues, page 170.

Labor Officer Skills

Course Code PL103
See Global and Multilateral Issues, page 171.

INVEST: Leahy

Course code PP410 and PP411
See Distance Learning, page 148.

Legislative Affairs Orientation

Course Code PP219

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:
- Regard how the Bureau of Legislative Affairs is structured to work with Congress.
- Detail the role and function of the Congress in foreign affairs.
- Describe 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. After receipt of approval, 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.

Additional Information: Contact the H Bureau for approval at 202-647-2589 prior to submitting training request.

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

Minimum/Maximum: 15/30

Managing Foreign Assistance Awards Overseas

Course Code PP223

This class is designed to provide basic skills training to Foreign Service Officers, Civil Service employees and 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.

Note: 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. For information on grants or contract warrants, see listings

under Management Tradecraft and Public Diplomacy Divisions.

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 U.S. government'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) employees 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).

Additional Information: Call 703-302-7184.

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

Minimum/Maximum: 15/25

MEPI Coordinator, Administrator and Project Officer Training

Course Code PP350

See Global and Multilateral Issues, page 171.

Multilateral Diplomacy

Course Code PP211

See Global and Multilateral Issues, page 171.

Partnership in Development and Diplomacy

Course Code PE267

The Quadrennial Development and Diplomacy Review process mandates that this training equips U.S. government officials involved in development policy with the knowledge and skills to coordinate U.S. foreign assistance programs with diplomatic efforts, both in Washington and overseas. Instruction focuses on a whole -of-government approach to development, stressing project coordination within and outside the Mission and responsible stewardship of taxpayer funds in order to advance U.S. national security golas.

The course will review the inter-related roles and operations of USAID, State and other agencies managing official development assistance, and discuss how development policy and programs are created, implemented and coordinated. The course will be updated regularly to reflect new trends and guidance. Participants will gain an understanding of the history and theories behind development and U.S. foreign assistance programs. They will gain a common terminology and familiarity with the principal actors and stakeholders involved in development, including host governments, field missions, international and local organizations and the U.S. government interagency.

Course Objectives:
- Describe and create strategies for integrating development and diplomacy as interdependent pillars of U.S. foreign policy.
- Articulate the theories and thought underpinning development strategies and policies.
- Promote the U.S. government's top-line development and foreign policy objectives.
- Demonstrate unity of purpose/efforts across country teams, including by understanding the role of each member, with respect to of short-term and long-term objectives.
- Develop coordination strategies for U.S. activities with host countries and other partners.
- Explain U.S. involvement, achievements and challenges to a variety of audiences.
- Articulate economic, social and political aspects of development.

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

Prerequisite: *PE426 Development in Diplomacy and Foreign Policy*, page 147.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who are involved in development policymaking and implementation. Preference will be given to those who require this training for their current or onward assignment. Other agency employees who meet the stated enrollment 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: 5/25

Development in Diplomacy and Foreign Policy

Course Code PE426

See Distance Learning, page 147.

Policy Priorities in Multilateral Diplomacy: The Prevention of Genocide and Mass Atrocities

Course Code PP230

See Global and Multilateral Issues, page 172.

Political/Economic Counselor Seminar

Course Code PE300

This seminar is designed to introduce Foreign Service officers to the knowledge, skills and tools needed in a first assignment as head of a Political, Economic or combined Pol/Econ section. Experienced officers lead discussions and exercises on 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. Participants learn from FSI instructors what concepts and skills FSI teaches to participants' prospective subordinates. Speakers include several cur-

rent and former ambassadors and other senior U.S. government officials. Non-economic officers eligible for *PE300* are strongly encouraged to also enroll in *PE 285 Economic Issues*, page 162.

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision-Making Judgment
✓ Institutional Knowledge
✓ Job Information
✓ Leadership and Management Training
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Standards
✓ Team Building

Audience: Department of State direct-hire (FS) officers, at the FS-02 level or above, who are assigned to be first-time Economic, Political or Pol/Econ Section Chiefs. To enroll, apply online or contact HR/CDA.

Additional Information: Call 703-302-7184 or 703-302-7256.

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

Minimum/Maximum: 10/25

Political/Economic Tradecraft

Course Code PG140

Designed to prepare officers for their first assignments to political, economic or combined Pol/Econ sections, this course emphasizes development of core tradecraft skills, basic knowledge of core economic and political concepts needed to advance U.S. foreign policy objectives (emphasizing economics and political analysis) and professional attitudes. Course coordinators utilize a combination of lectures, individual assignments, interactive exercises, simulations, case studies and discussions.

Course Objectives:
- Learn to advocate and advance U.S. policy goals as part of the strategic planning process and regular outreach activities.
- Learn to identify host-country decision-makers and practice articulating U.S. policy to foreign audiences.
- Apply understanding to work effectively across the U.S. government interagency community and within a U.S. Embassy country team.
- Improve skills in reporting and analysis of political, economic and commercial trends.
- Learn to integrate economic and political issues.
- Develop skills in briefing senior officials, public speaking, note taking, contact work and delivering demarches.
- Review and practice drafting cables and preparing mandatory political/economic reports.
- Improve data analysis and demonstrate relevance to economic and political events.
- Understand the current context of global issues and policy priorities such as human rights, youth and gender issues, promoting democratic transitions, economic statecraft, commercial advocacy, sanctions regimes, countering violent extremism, political-military issues, fundamentals of modern global economics and transnational trafficking.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Strategic Thinking
✓ Technical Credibility

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Customer Service
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge
✓ Job Information
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Professional Expertise
✓ Professional Standards
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure
✓ Team Building
✓ Technical Skills
✓ Workplace Perceptiveness
✓ Written Communication

Audience: Department of State direct-hire Foreign Service officers en route to their first political or economic or combined Pol/Econ assignments abroad. To enroll, contact HR/CDA.

Additional Information: Call 703-302-7184 or 703-302-7256.

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

Minimum/Maximum: 15/30

Political and Economic Training for LE Staff, Overseas

Course Code PP317

This course is designed to help political and economic specialist LE Staff gain a greater understanding of how their work supports Washington end-users. It will assist students in defining more ways to add value to their sections by upgrading job-related skills. The course provides a mix of tradecraft skills and political or economics subject matter, including sessions on drafting, briefing and cross-cultural communication. The course also includes, as appropriate, sessions on measuring economic performance, understanding developing economies and financial assistance, and understanding and explaining U.S. foreign policy priorities and trade, intellectual property and foreign investment policies.

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 to include the role of Congress.
- Gain a clear idea of U.S. foreign policy priorities.
- Update economics training, upgrading economic analysis and data manipulation skills.
- Sharpen interviewing, drafting and briefing skills; and practice answering difficult questions before various audiences.
- Explore consequences of economic reform programs.
- Learn how to manage VIP visits.
- Improve cross-cultural communications skills.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Political Savvy
✓ Problem Solving
✓ Public Service Motivation
✓ Strategic Thinking
✓ Team Building
✓ Technical Credibility
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Oral Communication
✓ Team building
✓ Written Communication

Audience: Department of State direct-hire LE Staff at the requesting post. To enroll, DoS apply online (see page 1).

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

Minimum/Maximum: 6/12

Political-Military Affairs

Course Code PP505

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:
- Understand the nature and diversity of political-military work and the role of the political-military officer.
- Examine the function and role of the Bureau of Political-Military Affairs in the Department of State and the relationship of the Department of State with other agencies dealing with political-military affairs.
- Study the function and role of the Pentagon in formulating and implementing national security policy.
- Review of contemporary issues, including export control, security assistance and regional security policies.
- Process the Department of State/Department of Defense relationship.
- Manage 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 stated enrollment 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).

Additional Information: Call 703-302-7184.

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

This course is designed to help political specialist FSN/LE Staff 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 coordinators utilize a combination of lectures, individual assignments, interactive exercises, simulations and discussions.

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 and analysis skills, knowledge of formats, and ability to contribute effectively to mandatory annual reports.
- Sharpen interviewing and oral briefing skills, including dealing with the press.
- Improve interpreting skills.
- Gain a clear idea of U.S. foreign policy priorities in participant countries through a series of consultations,
- Learn how to manage VIP visits.
- Learn basic negotiating techniques.
- Exchange common challenges and best practices with other course participants
- Improve drafting skills and knowledge of formats.

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 (LE Staff) 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 three months prior to course start date. Applicant's supervisor must provide a written statement outlining how this training will benefit the student and the post. Please refer to the cable for additional information. To enroll, apply online.

Additional Information: Call 703-302-7184.

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

Minimum/Maximum: 20/24

Political Training for Foreign Service Nationals, Advanced

Course Code PP224

This course is for senior political specialist FSN/LE Staff, who have at least seven years of experience in their political sections. The advanced training is designed to sharpen professional skills; and deepen understanding of the U.S. government and its policy goals and the role of FSN/LE Staff 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 LE Staff. 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 student and the post. Please refer to the cable for additional information. To enroll, apply online.

Additional Information: Call 703-302-7184.

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

Minimum/Maximum: 20/24

Population, Refugee and Migration Monitoring and Evaluation of Humanitarian Assistance

Course Code PP528

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. 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 265, which is mandatory for new PRM staff.

Course Objectives:
- 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, sanitation, and hygiene (WASH), etc.) 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 265.

Course Completion Requirement: Students are required to attend four core sessions, which will be complemented by elective sessions covering advanced M&E related issues.

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 stated enrollment requirements may attend on a reimbursable basis. To enroll, upon approval, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact PRM/EX Nick Miscione at MiscioneNM@state.gov for approval prior to submitting training request.

Contact PRM/EX at 202-453-9303 for additional information.

Schedule: Participants must complete four core sessions. PRM Bureau will advise enrollees of session schedules. Offered once a year.

Minimum/Maximum: 5/20

Population, Refugee and Migration Officers Monitoring and Evaluating Workshop

Course Code PP518

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 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 266.

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. Other agency employees who meet stated enrollment requirements may

attend on a reimbursable basis. To enroll, upon approval, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Contact PRM/EX Nick Miscione at MiscioneNM@state.gov for approval prior to submitting training.

Contact PRM/EX at 202-453-9303 for additional information.

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

Minimum/Maximum: 15/30

Population, Refugee and Migration Officers Orientation Workshop

Course Code PP516

This workshop will provide an intensive 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:
- Discuss administration policy in one or more of the areas of population, refugees and migration.
- Discuss the management of multilateral and bilateral project assistance.
- Coordinate with other U.S. government 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: 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 stated enrollment 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: Enrollment must be approved by PRM/EX. Please explain why you require this training in the "Remarks" section when submitting your training request.

Additional Information: Contact PRM/EX at 202-453-9303.

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

Minimum/Maximum: 15/30

Preparing for an International Organization Meeting

Course Code PP430

See Distance Learning, page 149.

Promoting Gender Equality to Advance Foreign Policy

Course Code PP226

This course addresses the promotion of gender equality and the advancement of the status of women and girls to achieve U.S. national security and foreign policy objectives. The course draws from in-house and outside experts to explore the evidence-based case demonstrating the connection between increased gender equality and stability, prosperity and peace. Current issues and priorities (e.g., women's economic participation; women's political and civic participation; women, peace and security; gender-based violence; etc.) and best practices for policy and program implementation, including incorporating gender in strategic planning will be outlined. The course is designed to train U.S. government personnel regardless of portfolio to deepen understanding of the evidence-based case for incorporating gender equality in all aspects of foreign policy and to develop practical skills for advancing the status of women and girls.

Course Objectives:
- Understand the evidence base showing the connection between gender equality and U.S. national security and foreign policy objectives, including prosperity, stability and peace.
- Understand the U.S. government policy frameworks supporting gender equality to achieve national security and foreign policy objectives, including the Quadrennial Diplomacy and Development Review (2010), U.S. Department of State Policy Guidance on Gender Equality (2012) and USAID Gender Equality and Female Empowerment Policy (2012).
- Learn where to find and how to apply "best practice" models for pursuing gender equality in support of foreign policy objectives from existing international efforts and practices of other governments, the NGO community and key U.S. agencies

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
✓ Institutional Knowledge
✓ Job Knowledge
✓ Operational Effectiveness
✓ Partnering
✓ Professional Expertise
✓ Strategic Thinking
✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees at the FO-04/01 or GS-09/15 whose current or future duties include political, political-military, economic or development portfolios. Other agency employees who meet the stated requirements may attend on a reimbursable basis. Department of State employees (FS, CS) apply online or FS may contact HR/CDA. Other agency employees submit a funded SF-182 or DD1556, Request for Training to the FSI Office of the Registrar, fax 703-302-7152.

Schedule: Three days; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 15/30

Promoting Human Rights and Democracy Promotion

Course Code PP530

See Global and Multilateral Issues, page 172.

Religion and Foreign Policy

Course Code PP225

See Global and Multilateral Issues, page 173.

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 LE Staff and, on a reimbursable basis, employees of other government agencies. Contact CSD Division at 703-302-6916.

Curriculum and Staff Development Division courses are listed under two main catalog themes:

- Program Planning and Assessment, page 267.
- Training Skills, page 290.

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.

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

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 stated enrollment 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

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 (Level 4).

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 who meet the stated enrollment 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

The Public Diplomacy Training Division offers courses of various lengths for a variety of audiences. For DoS personnel assigned to PD positions overseas, *PY100 Foundations of Public Diplomacy*, page 271, along with the two-or three-week PD tradecraft courses provide core knowledge and skills. Shorter courses build on the core tradecraft courses to provide a variety of skills to American personnel and Locally Employed Staff. Specialized training ranges from administration of grants to social media skills to strategic planning and budget management. For personnel from DoS and other agencies who need only a basic knowledge of PD, the division offers *PY153 Introduction to Public Diplomacy*, page 275.

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 training offered specifically for them 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 268.
- Locally Employed Staff Public Diplomacy Training, page 280.

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 Cultural Diplomacy, Seminar on

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 mission strategic 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 Cultural Affairs Officers*, page 275 or equivalent experience.

Audience:
Primary: Public Diplomacy-coned Department of State direct-hire (FS) employees at the FO-02 and above level.

Secondary: Department of State FSOs from other cones are admitted on a space-available basis.

To enroll, apply online or contact HR/CDA.

Schedule: Two days; 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

Audience: Department of State direct-hire (FS, CS) employees who need to update their media engagement skills. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA.

Note: Students should not register for this course and *PY138 Public Diplomacy Tradecraft for Information Officers*, page 275, in the same calendar year.

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 collaboration with the Bureau of Educational and Cultural Affairs' Alumni Affairs Division. It is designed to provide participants with the knowledge to design and carry out effective 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 Washington through ECA's Alumni Affairs Division. 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:
- Appreciate the strategic importance of alumni engagement within larger agency priorities.
- Understand how PDPA offices, ECA, IIP, and R work together and with posts to develop and fund programs consistent with Department goals and objectives.
- Create/refine post-specific alumni outreach strategies in conjunction with the overall PD outreach strategy.
- Apply best practices of other PD posts and alumni coordinators to accomplish individual post objectives.
- Draft strong alumni project proposals through definition of goal-oriented programs and clear budget plans.
- Utilize the ECA Alumni Archive database to identify and maintain local alumni contacts and support alumni programming.
- Navigate, maintain, leverage, and promote the resources available on the International Exchange Alumni Web site.
- Leverage partner and agency resources in support of alumni engagement and alumni promotion.
- Communicate effectively to recruit and maintain alumni.

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

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 and who have not received alumni coordination in the past. Course dates and request for applications will be announced via cable at least two months prior to the start of the course. To enroll, apply online or FS may contact HR/CDA.

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

Minimum/Maximum: 10/25

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.

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 direct-hire (FS, LE Staff) employees who are responsible for public outreach and media engagement as well as Web Masters, Information Officers and Media Specialists. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for applications will be announced via cable at least two months prior to the start of the course. 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

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 goals.

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: Selected participant must submit a one minute video production prior to the beginning of training. 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 direct-hire (FS, LE Staff) employees who are responsible for public outreach and media engagement as well as Web masters, Information Officers and Media Specialists. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for applications will be announced via cable at least two months prior to the start of the course. 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

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:
- Understand how English Language Programs advance U.S. foreign policy and public diplomacy strategic goals.
- Understand the full array of resources and programs available for the teaching and learning of English.
- Develop a post-specific English language strategy.
- Effectively use ECA English language resources, programs and funding to accomplish mission strategic goals.

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

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. 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

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 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 stated enrollment 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: 10/24

Federal Grants Update

Course Code PY223

This course provides an overview of trends and requirements affecting federal grants. Participants will receive the latest information on grants streamlining initiatives, recent and proposed changes to government-wide legislation, new grants regulations and public policies. Topics covered include grants management, how to work with national and

international organizations, monitoring techniques, interpretation of OMB requirements, best practices and other topics that will enable students to apply regulations to their particular bureau or post. Participants will expand their knowledge base and develop competencies that will improve management of federal assistance programs.

Course Objectives:
- Analyze major current trends in grants management and their practical effects.
- Identify ongoing governmental initiatives that will impact grants in the future.
- Locate resources for keeping up-to-date on upcoming changes affecting federal grants.
- Illustrate how regulations pertain to particular bureau or post daily operations.
- Explain the role federal assistance regulations plays in promoting the strategic plan and mission of each bureau or post.

OPM Competencies Addressed:
✓ Oral Communication

FS Precepts Addressed:
✓ Institutional Knowledge
✓ Job Information
✓ Management of Resources
✓ Operational Effectiveness
✓ Oral Communication
✓ Professional Expertise

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have an interest in new Grants initiatives by the Department of State, such as HIV/AIDS, Trafficking in Persons and Middle East Peace Initiatives as well as those who have responsibility for administration, management and oversight of domestic and overseas federal assistance. Other agency employees who meet the stated enrollment 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 4:30 p.m.

Minimum/Maximum: 10/50

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: Department of State direct-hire (FS) employees 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 PY441-444

See Distance Learning, pages 149-150.

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 (e.g., Facebook), blogs, microblogging (e.g., Twitter), wikis, and social media management (e.g., Hootsuite or similar). 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:
- Describe features and uses of major social media platforms.
- Engage with others using these platforms.
- Give examples of how the State Department is using social media to further foreign policy goals.
- Locate State Department guidelines for both personal and professional social media use.

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, LE Staff) employees. Other agency employees who meet the stated enrollment 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: 10/24

Grants and Cooperative Agreements, Introduction to

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 90% or better.

Audience:
Primary: Required for all Department of State direct-hire (FS) employees 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 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 (FS, CS, LE Staff) employees involved in negotiating, awarding, administering, reviewing and monitoring federal assistance agreements. Other agency employees who meet the stated enrollment 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 twenty-four hour course.

Minimum/Maximum: 10/30

Information Resource Center Workshop

Course Code PY351

This course is intended for entry and mid-level public diplomacy Foreign Service Officers and Locally Employed Staff working in the Information Resource Center or managing an American Spaces program. The course will provide training in using Department of State-provided databases, a host of IIP media, and a variety of new technology platforms for use in information outreach and programming with target audiences. Participants will also examine requirements for establishing, maintaining, and evaluating an American Spaces program. 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 strategic planning skills in designing, and disseminating information-rich packages for multiple public diplomacy outreach programs. Design public outreach programming for their American Space program taking best advantage of the resources offered by the State Department/IIP.
- Explore how best to manage an American Space program, aligned with post's ICS/MSRP, the Quadrennial Diplomacy and Development Review, and how to maximize its programming potential in advancing U.S. foreign policy goals.

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 direct-hire (FS, LE Staff) who have at least two years of experience working in a PA Section, with particular emphasis on managing an Information Resource Center and other American Spaces, such as American Corners, Binational Centers, and Science Corners. Request for nominations will be announced via cable. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/24

Managing Public Diplomacy Resources

Course Code PY422
See Distance Learning, page 152.

Managing Public Diplomacy Resources at Post

Course Code PY331

This course is designed to assist PD practitioners to effectively manage 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 section holds more control and responsibility, for money and programs than most other Post sections. Public Affairs sections must apply the diverse resources and account for them effectively in order to conduct a successful public diplomacy program.

Participants will understand how each major budget element is structured and who bears fiduciary responsibility. Course content includes an overview of WebRABIT and the PD Resource Allocation Module, as well as sessions on other resource-related topics such as public-private partnerships and grants management for PD.

Course Objectives:
- Manage annual public affairs section budget.
- Understand and implement funding procedures to improve budget coordination with embassy and domestic State Department elements.
- Fulfill R budget and resource reporting requirements.

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 direct-hire (FS, LE Staff) in Public Affairs Sections overseas who have responsibility for, or work with public affairs budgets and resources issues. To enroll, apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/24

Managing the International Visitor Leadership Program at Post

Course Code PY424
See Distance Learning, page 151.

Managing the International Visitor Leadership Program and Post EVDB Web Application

Course Code PY342

This workshop is offered in collaboration with the Bureau of Educational and Cultural Affairs' Office of International Visitors and Office of Information Technology. It is designed to provide participants with the knowledge to manage effectively the International Visitor Leadership Program at post.

The workshop consists of two components. The first component focuses on IVL program administration, which includes 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. The second component is an in-depth, hands-on training in the use of the Post Electronic Visitor Database Web application. During the workshop, participants will have the opportunity to share current best practices with colleagues and to get updates on the latest procedures and trends from Office of International Visitors staffers.

Course Objectives:
- Improve the management of the IVLP to ensure that it meets foreign policy objectives.
- Identify IVLP guidelines and organizational structure and the roles that the Department of State and private sector partners play in the program.
- Strengthen mission programming by the sharing of best practices and networking with PD colleagues.
- Enumerate ways in which to multiply the IV experience for the visitors and the mission through alumni activities embassy programs, and follow-up contact.
- Provide hands-on instruction in the use of the Post EVDB Web application for IVLP administration.

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
✓ Technical Skills

Prerequisite: *PY424 Managing the International Visitor Leadership Program*, page 151.

Audience: Department of State direct-hire (FS, CS, LE Staff) responsible for administering the IVLP. Course dates and request for nominations will be announced via cable at least two months prior to the start of the course. 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

Marketing and Message Development Resources for Public Diplomacy

Course Code PY370

Increasingly, government is looking to private sector best practices in the areas of message development, message delivery, audience research and general marketing skills. This course, a successor to the U.S. Marketing and Communications College, offered at FSI from 2008-2012, will review marketing, message and outreach methodologies employed by a variety of private sector entities, including commercial marketing sources, non-profit organizations and government and non-governmental associations with a particular mission. In sessions with representatives from "R" and other State Department elements, there will also be a focus in this course on how public diplomacy practitioners can utilize methodologies and best practices in our unique functions as members of U.S. diplomatic missions abroad.

Course Objectives:
- Use principles, methods and techniques of strategic marketing communication and planning in their efforts to communicate more effectively with local audiences.
- Employ key principles, strategies and methods of integrated marketing communication to their daily public affairs work.
- Devise a communication approach for their Public Affairs sections that draws on marketing strategies from the commercial and not-for-profit sectors.
- Develop messages that will resonate more effectively with their local audiences.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Oral/Written Communication
✓ Strategic Thinking
✓ Vision

FS Precepts Addressed:
✓ Communication Skills
✓ Innovation
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach
✓ Team Building

Recommended Preparation: *PY219 Strategic Planning for Public Diplomacy*, page 277; and reading material as determined, for section.

Audience: Department of State direct-hire (FS, CS) public diplomacy practitioners. To enroll, apply online or FS may contact HR/CDA.

Note: Selection for this course is competitive based on the responses on the student application. A cable is sent each year in the May timeframe that includes detailed information on the application process. It is recommended that students only apply in response to the cable.

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

Minimum/Maximum: 10/24

Media Monitoring and Reporting

Course Code PY432
See Distance Learning, page 152.

Mission Press Office

Course Code PY431
See Distance Learning, page 152.

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 151 and 272.

Exam Requirement: To complete this course successfully, students must pass a final exam with a score of 90% 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 stated enrollment 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: Two days; 9:00 a.m. to 5:00 p.m.
Online: Students have 90 days to complete this sixteen-hour course.

Minimum/Maximum: 10/30

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 direct-hire (FS) Public Diplomacy-Cone employees at the FO-02 and above level and Senior Foreign Service Officers from other cones. Other agency employees who meet the stated enrollment 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

Public Diplomacy Desk Officers Tradecraft

Course Code PY137

Intended for new public diplomacy desk officers serving in regional bureaus, this course will provide an overview of the function and roles of the PD desk in the Department of State. It will also give new PD desk officers the knowledge and skills necessary to carry out their jobs, including an understanding of PD budgets and Web resources, strategic planning skills, skills for writing speeches, building blocks, and press points, an overview of how to use the Mission Activity Tracker and best practices for using public diplomacy tools to achieve foreign policy objectives.

Course Objectives:
- Explain the function and roles of the PD desk officer in the Department of State.
- Describe PD funding sources and Web resources relevant to the work of the PD desk officer.

- Employ writing skills to draft effective speeches, building blocks, and press points for U.S. government principals.
- Demonstrate how PD desk officers use strategic planning skills to achieve foreign policy objectives.

OPM Competencies Addressed:
✓ Customer Service
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:
✓ Communication Skills
✓ Management of Resources
✓ Operational Effectiveness
✓ Performance Management and Evaluation
✓ Professional Expertise
✓ Public Outreach

Recommended Preparation: Reading material to be determined.

Audience: Department of State direct-hire (FS and CS) employees assigned to regional bureau PD desk officer positions. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/24

Public Diplomacy, Introduction to

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 stated enrollment 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: 10/24

Public Diplomacy Tradecraft for Cultural Affairs Officers

Course Code PY140

Cultural Affairs Officers must be able to develop effective cultural diplomacy programs that illustrate American culture and key U.S. values and priorities in support of U.S. Foreign Policy objectives. This course trains officers to be effective cultural diplomacy practitioners overseas through an introduction of the broad range of cultural diplomacy tools and how to use them to promote U.S. foreign policy objectives. Topics covered include the Fulbright and International Visitor Leadership Programs as well as other exchange programs, arts programming, public speaking techniques, grants management, proposal development, youth outreach, English language program resources, social media for cultural programs, and resource and budget management. As a final project, students will develop and present a proposal requesting funding for a cultural diplomacy program that advances U.S. foreign policy objectives at their posts of assignment.

Course Objectives:
- Explain the role cultural diplomacy plays in promoting U.S. foreign policy objectives.
- Identify and access Department of State cultural diplomacy resources.
- Manage and shape cultural diplomacy programs at post to meet U.S. foreign policy objectives.
- Apply creativity and innovation to develop effective cultural diplomacy programs.
- Illustrate how American culture represents key U.S. values and priorities.

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

Prerequisite: *PY100 Foundations of Public Diplomacy*, page 271 or completion of a minimum of two PD tours.

Audience: Department of State primary audience is direct-hire (FS) employees who will directly manage cultural and educational programs, assigned to overseas jobs in which they will be responsible for cultural diplomacy and exchange programs, who are assigned to head a public affairs section, but who have no prior public diplomacy experience and employees in first domestic tours that involve extensive work with cultural and exchange policies and programs. To enroll, Department of State Foreign Service employees contact HR/CDA.

Additional Information: This course is not recommended for IROs and RELOs.

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

Minimum/Maximum: 10/24

Public Diplomacy Tradecraft for Information Officers

Course Code PY138

Information Officers must be able to respond quickly and effectively in an instantaneous and increasingly crowded media environment in order to inform and engage foreign audiences on U.S. foreign policy objectives in support

of mission goals. This tradecraft course prepares officers to strategically manage press and information operations at post, through identifying target audiences and key influencers, designing and executing effective media campaigns, and honing on camera and written media skills. Participants will explore current media trends, discuss interagency cooperation and learn how to leverage social media properties to engage target audiences. The course also covers the roles and activities of the Bureau of Public Affairs and the resources of the Bureau of International Information Programs. The course utilizes case studies, on-camera media training, site visits, class projects and other active learning methods.

Course Objectives:
- Identify and analyze overseas audiences and key influencers.
- Respond effectively to media inquiries on and off camera.
- Create effective traditional and social media campaigns in support of mission goals and U.S. policies, using original content and resources provided by the Department of State.
- Collaborate with the Department of Defense and other U.S. government agencies to conduct public diplomacy programs.

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

Prerequisite: *PY100 Foundations of Public Diplomacy*, page 271 or completion of a minimum of two PD tours.

Audience: Department of State direct-hire (FS) employees assigned to overseas jobs in which they will be responsible for press and information programs. Officers who are assigned to head a public affairs section but who have no prior experience with press and information programs should also take this course. Enrollment is through HR/CDA only.

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

Minimum/Maximum: 10/24

Public Diplomacy Tradecraft for Public Affairs Officers

Course Code PY122

Public Affairs Officers must be able to manage their people, resources and facilities, as well as plan strategically and communicate effectively within and outside the mission, in order to accomplish U.S. public diplomacy objectives. This course covers these topics as well as examining leadership qualities and tenets, and looking at the working relationships between the public affairs section, other sections and agencies within an overseas mission and Washington offices. Participants will cover the primary financial aspects of serving as a PAO, such as the State Department budget cycle, representational funding and grants management, as well as examine key methods of strategic planning, such as audience research methods, message development and effective outreach strategies. Policy discussions with leadership in R (the office of the Under Secretary of Public Diplomacy and Public Affairs) and other key public diplomacy Washington-based offices are included in the course.

Course Objectives:
- Develop a strategic plan to achieve mission public diplomacy goals.
- Design and manage annual public affairs section budget.
- Effectively lead a team of American and Locally Employed Staff.
- Communicate and network effectively within the Mission and with Washington offices.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Financial Management
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Strategic Thinking
✓ Vision

FS Precepts Addressed:
✓ Active Listening
✓ Critical Thinking
✓ Information Gathering and Analysis
✓ Innovation
✓ Institutional Knowledge
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Strategic Planning

Prerequisite: *PY100 Foundations of Public Diplomacy*, page 271 or completion of a minimum of two PD tours.

Audience: Department of State direct-hire (FS) employees assigned as the head of a public affairs section overseas. To enroll, apply online or contact HR/CDA.

Schedule: Two weeks; 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 goal of the course is to update participants' knowledge and understanding of social media and how the Department of State is using it to achieve foreign policy and public diplomacy objectives, then to use that information in the strategic planning of social media campaigns The course will provide an overview of the current social media environment both in the U.S. and in other world regions, examine best practices and experiences of U.S. Missions using social media and explore methods of audience analysis. The course will also provide practical exercises in designing social media campaigns.

Course Objectives:
- Describe effective social media campaigns using best practices from embassies abroad.
- Research foreign audiences using social media tools in order to hone messaging.
- Locate State Department guidelines for both personal and professional social media use.
- Develop social media strategies in order to engage foreign audiences effectively.
- Plan social media campaigns around specific events.

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: Current experience using social media platforms for outreach and engagement.

Audience: Department of State direct-hire (FS, CS, LE Staff) employees responsible for public outreach and media engagement. Non-State students who meet the stated enrollment requirements may attend on a reimbursable basis with the permission of the Public Diplomacy Training Division. 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

Social Media Strategy Practicum

Course Code PY364

This course is designed for Department of State employees who are graduates of the *PY363 Social Media Practitioners' Workshop*, page 276. The goal is to further develop participants' ability to plan and execute social media campaigns to achieve foreign policy and public diplomacy objectives. The course will examine best practices and experiences of U.S. Missions using social media, explore methods of audience analysis, investigate the efficacy of former social media programs and use all of this information in the planning of future events. Practical exercises in designing social media campaigns will be included, but the course will also provide students the opportunity to work on their posts' social media strategies, encompassing post social media policy, social media management and upcoming social media campaigns.

Course Objectives:
- Describe effective social media campaigns using best practices from embassies abroad.
- Analyze the effectiveness of past programs to properly plan for future events.
- Research foreign audiences using social media tools in order to hone messaging.
- Plan social media campaigns around specific events.
- Develop post's social media policies.
- Effectively manage post's social media platforms to engage with audiences abroad.

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: *PY363 Social Media Practitioners' Workshop*, page 276, taken at least one year before the start of this course or provide written justification to course instructor to receive approval for enrollment.

Audience: Department of State direct-hire (FS, CS) employees assigned to regional bureau PD desk officer positions. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/24

Social Media, the State Department, and You

Course Code PY460
See Distance Learning, page 153.

Strategic Planning for Public Diplomacy

Course Code PY402
See Distance Learning, page 153.

Strategic Planning Workshop for Public Diplomacy

Course Code PY219

This course is intended for public diplomacy FSOs and LE Staff 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 includes an examination of fundamental strategic documents ranging from the National Security Strategy to Mission Strategic Plans and Individual Country Strategies.

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.
- 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: Department of State direct-hire (FS, CS, 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 (see page 1).

Additional Information: *PY219* has changed from three to five days and includes the PD implementation Plan, PD Country Context and MAT.

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

Minimum/Maximum: 10/24

Understanding International Cultural Heritage

Course Code PY440
See Distance Learning, page 154.

Visual Diplomacy: Engaging Audiences through Photos and Video

Course Code PY462

See Distance Learning, page 154.

Visual Diplomacy: Photo and Video

Course Code PY362

This course is intended for mid- and senior-level public diplomacy Foreign Service Officers and Foreign Service Nationals who are actively using public diplomacy tools to promote and support their Mission Strategic and Resource Plans. The hands-on seminar is designed to provide participants with an overview of how to effectively stage, shoot, edit and post engaging and relevant images and videos that can be used to broaden the reach of public diplomacy programs. The instructors will also focus on how visuals can be used to strengthen PD reporting within the Department and how to safeguard content against unauthorized use by third parties. As part of the training course instructors will highlight regional best practices from posts that have experience in the effective use of video and photographic outreach.

Course Objectives:
- Distinguish between images and videos that do and do not convey the right message.
- Develop strategies to stage and manage events.
- Tailor visuals to specific social media platform and thematic issues.
- Explain how to prepare videos for Web sites and other presentation venues.
- Target and attract new audiences.
- Explain how copyright and privacy laws affect the dissemination of images and videos.

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

Audience: Department of State direct-hire (FS, LE Staff) employees working in a Public Affairs Section. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. Course dates and request for applications will be announced via cable at least two months prior to the start of the course. 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

Working with the Domestic Media

Course Code PY136

Intended for new officers serving in the public affairs positions domestically (both within PA and across functional bureaus), this course will provide an overview of the duties and responsibilities of interacting directly with the domestic media and the function and roles of PA at the Department of State. It will also give new press officers the knowledge necessary to carry out their jobs, including an understanding of the differences in Public Diplomacy activities across bureaus (both functional and regional), PD Web resources, and best practices for using domestic public diplomacy tools to achieve foreign policy objectives. Students will hone their strategic communication abilities through drafting press talking points and participating in on-camera media training to refine their own interview skills and enable them to better prepare principals. Students will also receive guidance on interacting with on-line audiences.

Course Objectives:
- Explain the function and roles of PA in the Department of State.
- Manage the information flow (emails, taskers, talking points, Web resources, etc.) within a press office.
- Draft effective speeches, building blocks and press points for U.S. government principals.
- Respond effectively to media inquiries on and off camera.
- Demonstrate how strategic planning and messaging are used to integrate media engagement into policy initiatives.

OPM Competencies Addressed:
✓ Customer Service
✓ Partnering
✓ Strategic Thinking

FS Precepts Addressed:
✓ Management of Resources
✓ Operational Effectiveness
✓ Professional Expertise
✓ Public Outreach

Audience: Department of State direct-hire (FS, CS) employees assigned to public affairs positions domestically (within PA and across both functional and geographic bureaus). To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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

Minimum/Maximum: 10/24

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 direct-hire (FS, LE Staff) employees 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. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

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- level public diplomacy Locally Employed Staff working in American Spaces such as Information Resource Centers or coordinating them (American Corners, Binational Centers, American Centers, etc.). Participants will learn outreach and communication strategies for carrying out public diplomacy programs. This course will strengthen information search and dissemination skills; develop an understanding of U.S. politics, history, and culture; explore the annual plan as a strategic planning tool for accomplishing Mission goals; and build skills for managing relationships with stakeholders. Participants will also examine standards in establishing and maintaining American Spaces and learn from experts in the field as well as share best practices among themselves and with other experienced public diplomacy practitioners.

Course Objectives:
- Examine roles of public diplomacy practitioners and how the Office of American Spaces supports them.
- Examine principal policy and management tools relevant to American Spaces.
- Develop an understanding of U.S. politics, history, society and culture.
- Update information retrieval, analysis, curation, and dissemination skills through available and new technologies.
- Overview State Department support for American Spaces development (e.g., IROs, procurement, information resources, Web chats and continuing education opportunities).
- Explore how best to manage American Spaces, identifying available resources at post and from the State Department/IIP, and utilizing them to create effective outreach programs.
- Share best practices to improve programming and communication strategies.

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 direct-hire (LE Staff) Public Diplomacy Information Resource Center who have at less than five years' experience working in a Public Affairs Sections. Other Agency direct-hire LE Staff and FS may attend on space available basis. 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: 10/24

Workshop on Media and Information Programs

Course Code PY321

This course is intended for mid-level public diplomacy officers and FSNs working in the Information/Press section who would like to refine their skills in working with the media to ensure that the U.S. government message is delivered as effectively as possible. Participants will explore State Department media products and services and learn how new media can help them deliver their message. Participants will practice coaching other officers in preparing for media interviews. 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:
- Examine the latest media products and services available to overseas posts and use them more effectively in their work.
- Explore new media technologies and how they apply to public diplomacy work in the field.
- Improve their skills in coaching and preparing for media interviews.
- Strengthen post 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
✓ 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 direct-hire (FS, LE Staff) who have at least five years experience working in a Public Affairs Section. 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

Writing for the Media

Course Code PY433

See Distance Learning, page 154.

Locally Employed Staff Public Diplomacy Training

Advanced Seminar for Public Diplomacy LE Staff

Course Code PY205

This course is designed for experienced public diplomacy Locally Employed Staff with at least five years' experience who hold mid-senior level positions. The course is designed to provide participants with insight into current issues of U.S. foreign policy and to explore methods to effectively use the full range of public diplomacy tools to more effectively and strategically plan public affairs activities for the Mission. Critical elements of *PY205* will examine the Strategic Framework for Public Diplomacy, QDDR imperatives, and specific foreign policy issues, including global youth engagement, empowering women and girls, human rights and elements of 21st Century Statecraft. In addition to the week in Washington, participants will also travel to a second U.S. city in order to gain first-hand knowledge about local government, civil society and American culture.

Course Objectives:

- Identify contacts within key offices and institutions to access resources both outside and within the government.
- Identify new 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: Previous on-the-job training, such as a site visit to another mission's public affairs section to learn from an experienced LE Staff colleague, appropriate distance learning courses, or appropriate public diplomacy regional training courses.

Prerequisite: Five years' experience or a senior position in a public affairs section. Minimum grade required is FSN-07. Nominees must have strong English language skills, preferably at the 4/4 level.

Audience: Department of State direct-hire (LE Staff) employees in the Public Affairs section at the FSN-07 level and above. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

Course dates and request for applications will be announced via cable. A complete application requires a justification from the Mission PAO. Applications received after the registration deadline will not be considered. Any applicant who has taken this or another two-week LE Staff seminar within the last five years will not be considered.

To enroll, DoS apply online; Non-DoS submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.

Additional Information: Email FSIPDTraining@state.gov or if on OpenNet, visit http://fsi.state.gov/fsi/spas/pdt.

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

Minimum/Maximum: 10/25

Educational and Cultural Seminar for Public Diplomacy LE Staff

Course Code PY204

This course is designed for public diplomacy Locally Employed Staff with little or no experience in the United States beginning their careers managing education, exchange and cultural affairs portfolios. It is intended to provide both skills-based training and an introduction to U.S. government, society and values. Participants will 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 gain greater strategic and cultural context for understanding educational institutions, government, private sector and citizen relations at federal, state and local levels. In addition to the week in Washington, participants will also travel to a second U.S. city in order to gain first-hand knowledge about local government, civil society and American culture.

Course Objectives:

- Initiate, develop, manage and evaluate U.S. government exchange and cultural programs.
- Use public diplomacy programs to further U.S. government foreign policy goals.
- Describe what is meant by public diplomacy and how it supports larger State Department 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.

Recommended Preparation: *PY424 Managing the International Visitor Leadership Program at Post*, *PY441 Introduction to the Fulbright Program*, and *PY442 Fulbright Program Planning*, pages 149-151, or appropriate public diplomacy regional training courses.

Prerequisite: One year's experience in a cultural affairs section.

Audience: Department of State direct-hire (LE Staff) employees working in Public Diplomacy sections who have mastered the basic skills and knowledge necessary to perform their cultural affairs jobs competently. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable basis.

Course dates and request for applications will be announced via cable. A complete application requires a justification from the Mission PAO. Applications received after the registration deadline will not be considered. Applicants may not take this course more than once. Any applicant who has already taken another two-week LE Staff seminar will not be considered.

To enroll, DoS apply online; Non-DoS submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.

Additional Information: Email FSIPDTraining@state.gov or if on OpenNet, visit http://fsi.state.gov/fsi/spas/pdt.

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

Minimum/Maximum: 10/25

Information and Media Seminar for Public Diplomacy LE Staff

Course Code PY207

This course is designed for Locally Employed Staff beginning their careers in information/media affairs 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 the most effective use of public diplomacy media products to advance U.S. foreign policy

objectives in their countries. By the end of the course, participants are able to design a strategic communications plan for foreign policy priorities in their countries. In addition to the week in Washington, participants will also travel to a second U.S. city in order to gain first-hand knowledge about local government, civil society and American culture.

Course Objectives:
- Prepare and/or utilize State Department-specific media products and services, including media reaction, IIP websites such as the Social Media Hub, publications, and the Foreign Press Center.
- Coach American officers and other U.S. government representatives for press interviews and media appearances with both traditional and social media sources.
- Describe what is meant by public diplomacy and discuss how it supports larger State Department 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.

Recommended Preparation: Previous on-the-job training, such as a site visit to another mission's public affairs section to learn from an experienced LE Staff colleague or appropriate distance learning courses such as *PY431 Mission Press Office*, *PY432 Media Monitoring and Reporting*, page 152, and *PY433 Writing for the Media*, page 154, or appropriate public diplomacy regional training courses.

Prerequisite: At least one year's experience in a press section.

Audience: Department of State direct-hire (LE Staff) employees working in Public Diplomacy sections who have mastered the basic skills and knowledge necessary to perform their information section jobs competently.

Course dates and request for applications will be announced via cable. A complete application requires a justification from the Mission PAO. Applications received after the registration deadline will not be considered. Applicants may not take this course more than once. Any applicant who has already taken another two-week LE Staff seminar will not be considered.

To enroll, DoS apply online; Non-DoS submit a funded SF-182 Request for Training to the FSI Office of the Registrar, fax 703-302-7152.

Additional Information: Email FSIPDTraining@state.gov or if on OpenNet, visit http://fsi.state.gov/fsi/spas/pdt.

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

Minimum/Maximum: 10/25

Information Resource Center Seminar for Public Diplomacy LE Staff

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 staff provide research and outreach services. This course 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 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 U.S. government foreign policy objectives.
- 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 U.S. government 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) employees 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 stated enrollment requirement may attend on a reimbursable basis. To enroll, DoS apply only; Non-DoS submit 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.

Additional Information: Contact the Public Diplomacy Training Division at 703-302-6870 or if on OpenNet visit http://fsi.state.gov/fsi/spas/pdt.

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

Minimum/Maximum: 10/25

The Reconstruction, Stabilization and Conflict Transformation Division imparts knowledge and develops skills, which enable U.S. government 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; the second focuses broadly on preparing personnel to handle the U.S. government's mandate to perform conflict prevention, stabilization and reconstruction activities in fragile nations.

Reconstruction, Stabilization, and Conflict Transformation 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

Afghanistan Familiarization is mandatory for all personnel assigned to Afghanistan under Chief of Mission authority on a permanent or extended TDY basis. This course provides employees with the basic professional skills and knowledge needed to work effectively as members of U.S. Mission Afghanistan. The course is organized around four broad areas: Afghanistan's history, culture, religion; Afghanistan's government, politics and economy; U.S. strategy; and life/work in Afghanistan. The training emphasizes the importance of developing effective working relationships with Afghans, including a range of cultural presentations and an introduction to Dari or Pashto phrases.

This course is mandatory for all U.S. government personnel who will serve in Afghanistan under Chief of Mission authority.

Course Objectives:
- Understand U.S. strategy and policy in Afghanistan.
- Understand the U.S. Mission and its many agencies and elements.
- Understand military and civilian organizations, strategies and activities to create lasting security in Afghanistan.
- Recognize the influence of Afghan history and geography on current events.
- Gain skills and insights regarding Afghan culture and practices for successful social interaction in contemporary Afghanistan.
- Learn the constitutional structure of the Afghan government and political and social dynamics.
- Understand the Afghan economy, its sectors, challenges and opportunities.
- Learn support and resources for deployment in a war zone, including best practices for health and safety.

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: Department of State direct-hire employees who will serve in Afghanistan under Chief of Mission authority. Other agency employees who meet the stated enrollment 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; 8:15 a.m. to 4:45 p.m.

Minimum/Maximum: 5/65

Cable and Memo Writing

Course Code RS521

This course provides intensive instruction and practical application on how to develop, write and clear various types of documents including cables, memoranda and various other documents for non-Foreign Service Officers assigned to the Bureau of Conflict and Stabilization Operations or at embassies in countries facing challenges of instability or conflict. Based on a real-world scenario, students will be asked to draft analytic cables, policy memos and other key diplomatic reports designed to highlight important policy and strategic issues for a Washington audience. The course is highly interactive. Students will write under tight deadlines with opportunities to review their work with peers and the instructor on an individual basis.

Course Objectives:
- Understanding the different types of cables, memoranda and other key documents, and their function in Washington decision-making.
- Prepare personnel to write clearly focused cables, memos and other documents against short deadlines prioritizing information from multiple sources, and synthesizing that information into persuasive documents using the appropriate format and writing style.
- Describe the reasons for and requirements of the clearance process in an embassy and the Department as well as with other Washington agencies.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ Influencing/Negotiating
✓ Problem Solving
✓ Strategic Thinking
✓ Written Communication

FS Precepts Addressed:
✓ Critical Thinking
✓ Decision Making
✓ Innovation
✓ Information Gathering and Analysis
✓ Persuasion and Negotiation
✓ Written Communication

Recommended Preparation: *PS530 SMART Messaging: A Course for Users*, page 92.

Audience:
Primary: Department of State direct-hire (FS, CS) non-FSOs in the Bureau of Conflict and Stabilization. Other agency employees who meet the stated enrollment requirement may attend on a reimbursable basis.

Secondary: Department of State direct-hire officers from other bureaus may also find the course a useful introduction to writing in such crisis situations.

To enroll, DoS apply online or FS may contact HR/CDA; Non-DoS submit a funded SF-182 (see page 2).

Minimum/Maximum: 5/10

Civilian Security Tradecraft Course

Course Code RS600

This course provides an understanding of civilian security, why it matters and its role in promoting U.S. foreign policy and national security. The Civilian Security Tradecraft course is primarily a practical course that teaches the tools, resources and partnerships available to enhance civilian security in the field and in Washington, from within our government and beyond. Topics discussed will also reflect the complexity of modern statecraft and today's global landscape – a world of increasingly diffuse power, transnational threats and opportunities, and foreign policy challenges that involve multiple and sometimes competing national interests. The course uses teacher-practitioners, real case studies, tabletop exer-

cises and post-classroom resources to more effectively train our diplomats in strengthening civilian security abroad and security at home.

Course Objectives:
- Define the concept of civilian security.
- Practice tradecraft designed to strengthen democratic governments and civil society.
- Implement U.S. government policies to promote rule of law, access to justice and accountable institutions.
- Develop skills to support the elements of a society that protect the rights of the most vulnerable.
- Utilize tools designed to prevent, assess and respond to conflict.
- Coordinate and partner with multilateral and host-government actors and officials to leverage U.S. government resources to support civilian security.

OPM Competencies Addressed:
✓ Conflict Management
✓ Influencing/Negotiating
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Adaptability
✓ Crisis Management Skills
✓ Institutional Knowledge
✓ Persuasion and Negotiation
✓ Relationship Building and Representational Skills
✓ Team Building

Audience: Department of State direct-hire (FS, CS) officers who are currently serving at embassies, regional bureaus, and bureaus and offices that focus on civilian security, democracy, and human rights. Other agency employees who meet the stated enrollment requirements may attend on a space available and 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; 8:15 a.m. to 5:00 p.m.

Minimum/Maximum: 10/35

Diplomacy at High Threat Posts

Course Code RS251

Today's Foreign Service (State, USAID, USDA and Commerce) as well as a range of interagency partners are working increasingly in expeditionary environments. They are called upon to address our greatest national security challenges when simply leaving the Embassy gates can be a risky endeavor. Just as there are a variety of security skills and practices that are important to working effectively and safely at a high threat post, so too are there important skills and practices to being able to meet U.S. strategic objectives while working in difficult environments. This course will use a mix of classroom lectures, case studies and immersive scenarios to prepare personnel assigned to high threat posts to be effective in such environments.

Course Objectives:
- Develop the skills and concepts to effectively advance U.S. strategic goals when working in high threat environments.
- Practice using tools and techniques to carry out U.S. government programming when contact with local interlocutors is less frequent, travel movements are restricted and budgets may be greater due to national security priorities.
- Implement techniques to assure personal and professional resiliency and post-cohesiveness when living in a fast paced, constantly-changing, and restricted environment.

OPM Competencies Addressed:
✓ Creativity and Innovation
✓ External Awareness
✓ Influencing/Negotiating
✓ Leveraging Diversity
✓ Oral Communication
✓ Problem Solving
✓ Strategic Thinking

FS Precepts Addressed:
✓ Adaptability
✓ Crisis Management Skills
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Persuasion and Negotiation
✓ Professional Expertise
✓ Relationship Building and Representational Skills
✓ Team Building

Audience: Department of State direct-hire (FS, CS) employees who are currently serving under Chief of Mission authority at designated high threat posts worldwide. Other agency employees who meet the stated enrollment requirements may attend on space available and 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; 8:30 a.m. to 4:30 p.m.

Minimum/Maximum: 10/35

International Negotiation: Art and Skills

Course Code PP501

See Negotiation, page 248.

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 within the U.S. Mission in Iraq and with Iraqis. This course will draw on an overview of Iraq's history and culture and Iraq's modern political development experience to develop these behaviors. It also presents brief descriptions of the agendas and backgrounds of the principal political actors in Iraq today. The course provides familiarity with basic Arabic phrases and describes and demonstrates useful behaviors that will assist in developing positive, productive relationships with Iraqis. Scenarios presented include: office colleague and employee interactions; training and advisory relationships; and the conduct of negotiations on political 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 the Department of State's Deployment Stress Management Program, family support service available from the Family Liaison Office and personal affairs advocacy and support available from the Office of Casualty Assistance.

This course is mandatory for all Foreign Service and Civil Service employees of the Department of State, U.S. Agency for International Development, Department of Treasury and other agency personnel who will serve in Iraq under Chief of Mission authority.

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:
✓ External Awareness
✓ Flexibility
✓ Influencing/Negotiating
✓ Leveraging Diversity
✓ Team Building

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Persuasion and Negotiation

Audience: Department of State direct-hire (FS, CS) who will serve in Iraq under Chief of Mission authority. Other agency employees who meet the stated enrollment 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; 8:15 a.m. to 4:30 p.m.

Minimum/Maximum: 5/60

Managing Foreign Assistance Awards Overseas

Course Code PP223
See Political Training, page 261.

Pakistan Familiarization

Course Code RS417

This course is designed to provide prospective members of the U.S. Mission to Pakistan with the basic professional skills and knowledge needed to function as members of U.S. Mission Pakistan and the consulates in Karachi, Peshawar and Lahore. It includes an overview of the U.S. government policy objectives in Pakistan and the region, and the inter-relationship of diplomacy, defense and development to achieve strategic objectives. Sessions will cover Pakistan's history and culture, politics, border issues, Pakistan's relations with its neighbors, and U.S. governement 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 included advice on stress management from the Department of State's Deployment Stress Management Program, family support service available from the Family Liaison Office; and personal affairs advocacy, and support available from the Office of Casualty Assistance.

Course Objectives:
- Comprehend the broad-based U.S. engagement strategy with Pakistan and be familiar with the U.S. Mission in Pakistan's structure to implement this strategy.
- Recognize the role and influence of history, religion and ethnicity in Pakistan.
- Comprehend key aspects of Pakistan's foreign relations, including its relations with India, the U.S., China and regional neighbors.
- Learn the structure of the Pakistan government and understand the dynamics of Pakistan's politics, including the role of political parties.
- Understand domestic and transnational terrorist groups in Pakistan, as well as Pakistan's counterterrorism efforts.
- Understand Pakistan's overall economy, social institutions and civil society.
- Understand the unique aspects of Pakistan's culture and practice engaging with Pakistanis in a culturally sensitive manner.
- Learn support and resources for deployment, including best practices for health and safety.
- Explore the most current and relevant issues ("hot topics") facing Pakistan.

OPM Competencies Addressed:
✓ Adaptability
✓ External Awareness
✓ Influencing/Negotiating
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise

FS Precepts Addressed:
✓ Adaptability
✓ Institutional Knowledge
✓ Knowledge of Foreign Cultures
✓ Operational Effectiveness
✓ Professional Expertise

Audience:
Primary: While not mandatory, this course is highly recommended for all Department of State direct-hire (FS, CS) employees who will serve in Pakistan under Chief of Mission Authority.

Secondary: Other interested individuals working on issues related to Pakistan and the region.

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: 8/25

Political-Military Affairs

Course Code PP505
See Political Training, page 264.

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 and their transition from federal government service. These programs provide essential information and skills for successful transition.

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
Classroom/DVC

Annuities, Benefits and Social Security Workshop is a one-day seminar designed to assist employees in understanding their federal Civil Service or Foreign Service annuities, TSP, Social Security, as well as Medicare and the Federal Employee Health Benefits.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

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 stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137or email FSIRegistrar@state.gov.

Schedule:
Classroom: One day; 9:00 a.m. to 5:00 p.m.
Check-in begins at 8:15 a.m.
DVC: One day; 9:00 a.m. to 5:00 p.m.

Minimum/Maximum: 5/20

Financial Management and Estate Planning Workshop

Course Code RV103
Classroom/DVC

Financial Management and Estate Planning Workshop is a one-day seminar and it includes comprehensive sessions on financial management and estate planning.

OPM Competencies Addressed:
✓ Continual Learning
✓ Creativity and Innovation
✓ Decisiveness
✓ Entrepreneurship
✓ External Awareness
✓ Financial Management
✓ Flexibility
✓ Influencing/Negotiating
✓ Interpersonal Skills
✓ Oral Communication
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ Strategic Thinking
✓ Vision
✓ Written Communication

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Job Information
✓ Management of Resources
✓ Oral Communication
✓ Persuasion and Negotiation
✓ Professional Development, including Active Learning
✓ Public Outreach
✓ Relationship Building and Representational Skills
✓ Technical Skills

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 stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137 or email FSIRegistrar@state.gov.

Schedule:
Classroom: One day; 9:00 a.m. to 4:00 pm.
Check-in begins at 8:15 a.m.
DVC: One day; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 5/20

Job Search Program

Course Code RV102

The *Job Search Program* addresses all aspects of transition from federal government employment to future employment, entrepreneurship, volunteer work and traditional retirement. JSP includes a four week full time program for all participants, consisting of an intensive learning experience of individual/group training and counseling designed to assist employees to transition successfully into the next phase of their professional and personal lives.

Note: Registration deadline is one week before the beginning of the program and is submitted by CDOs for FS employees and Bureau Training Officers for CS employees.

Course Objectives:
- Identify plans for the future and develop a roadmap to achieve individual goals.
- Acquire and demonstrate skills and knowledge for successful job search.

OPM Competencies Addressed
✓ Continual Learning
✓ Creativity and Innovation

- ✓ Decisiveness
- ✓ Entrepreneurship
- ✓ External Awareness
- ✓ Financial Management
- ✓ Flexibility
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Partnering
- ✓ Problem Solving
- ✓ Resilience
- ✓ Strategic Thinking
- ✓ Vision
- ✓ Written Communication

FS Precepts Addressed
- ✓ Active Listening
- ✓ Adaptability
- ✓ Critical Thinking
- ✓ Decision-Making and Judgment
- ✓ Information Gathering and Analysis
- ✓ Job Information
- ✓ Management of Resources
- ✓ Oral Communication
- ✓ Persuasion and Negotiation
- ✓ Professional Development, including Active Learning
- ✓ Public Outreach
- ✓ Relationship Building and Representational Skills
- ✓ Technical Skills

Prerequisite: Personnel who register for *RV102 Job Search Program* must submit their retirement application in advance. Foreign Service personnel must submit their retirement application to HR/RET at least 30 days prior to the course start-date. Civil Service personnel must submit their retirement application at least 60 days prior to the course start date.

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 stated enrollment 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 transition/job search activities.

Minimum/Maximum: 30/145

Mid-Career Retirement Planning Seminar

Course Code RV105
Classroom/DVC

Mid-Career Retirement Planning Seminar, offered four times per year, is designed for employees in early or mid-career who are more than 10 years from retirement eligibility. Arrangements for DVC sessions for groups of employees are made by the Career Transition Center upon request from posts/offices. Interested posts/offices are advised to contact the Career Transition Center, 703-302-7407.

Course Objectives:
- Annuities and benefits in retirement.
- Federal Long-Term Care Program.
- Thrift Savings Plan.
- Financial management.
- Estate planning.

OPM Competencies Addressed:
- ✓ Continual Learning
- ✓ Creativity and Innovation
- ✓ Decisiveness
- ✓ Entrepreneurship
- ✓ External Awareness
- ✓ Financial Management
- ✓ Flexibility
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Partnering
- ✓ Problem Solving
- ✓ Resilience
- ✓ Strategic Thinking
- ✓ Vision
- ✓ Written Communication

FS Precepts Addressed:
- ✓ Active Listening
- ✓ Adaptability
- ✓ Critical Thinking
- ✓ Decision-Making and Judgment
- ✓ Information Gathering and Analysis
- ✓ Job Information
- ✓ Management of Resources
- ✓ Oral Communication
- ✓ Persuasion and Negotiation
- ✓ Professional Development, including Active Learning
- ✓ Public Outreach
- ✓ Relationship Building and Representational Skills
- ✓ Technical Skills

Audience: Department of State direct-hire (FS, CS) employees within 10 to 15 or more years of retirement. Spouses of enrolled DoS employees may attend on a space-available basis. Other agency employees who meet the stated enrollment 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).

Additional Information: Contact the FSI Office of the Registrar at 703-302-7144/7137 or email FSIRegistrar@state.gov.

Schedule:
Classroom: Two days; 9:00 a.m. to 4:00 p.m. Check-in begins each day at 8:15 a.m.
DVC: Two days; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 75/220

Retirement Planning Seminar

Course Code RV101
Classroom/DVC

Retirement Planning Seminar offers useful information for planning your transition. It is recommended for personnel who plan to retire soon or in less than 10 years. Arrangements for DVC sessions for groups of employees are made by the Career Transition Center upon request from posts/offices. Interested posts/offices are advised to contact the Career Transition Center, 703-302-7407.

Course Objectives:
- Psychology of transition.
- Annuities and benefits in retirement, Thrift Savings Plan and social security.
- Medicare, long term care insurance and Federal Employee Health Benefits.
- Financial management, estate planning and tax issues.
- Health and fitness.
- Career management.

OPM Competencies Addressed:
- ✓ Continual Learning
- ✓ Creativity and Innovation
- ✓ Decisiveness
- ✓ Entrepreneurship
- ✓ External Awareness
- ✓ Financial Management
- ✓ Flexibility
- ✓ Influencing/Negotiating
- ✓ Interpersonal Skills
- ✓ Oral Communication
- ✓ Partnering
- ✓ Problem Solving
- ✓ Resilience
- ✓ Strategic Thinking
- ✓ Vision
- ✓ Written Communication

FS Precepts Addressed:
- ✓ Active Listening
- ✓ Adaptability
- ✓ Critical Thinking
- ✓ Decision-Making and Judgment
- ✓ Information Gathering and Analysis
- ✓ Job Information
- ✓ Management of Resources
- ✓ Oral Communication
- ✓ Persuasion and Negotiation
- ✓ Professional Development, including Active Learning
- ✓ Public Outreach
- ✓ Relationship Building and Representational Skills
- ✓ Technical Skills

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 stated enrollment 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).

Additional Information: *RV103 Financial Management and Estate Planning Workshop* and *RV104 Annuities, Benefits and Social Security Workshop*, pages 155 and 285, are a part of the Retirement Planning Seminar; however, concurrent registration is not required. Contact the FSI Office of the Registrar at 703-302-7144/7137or email FSIRegistrar@state.gov.

Schedule:
Classroom/DVC: Four days; check-in begins each day at 8:15 a.m.
- Day One: 8:45 a.m. to 4:00 p.m.
- Day Two: 9:00 a.m. to 5:00 p.m.
- Days Three and Four: 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 75/280

Basic Emergency and Evacuation Radio Skills

Course Code YW280

See Distance Learning, page 86.

Basic Emergency Medical Trauma 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

Audience: Department of State direct-hire (FS) employees who are newly hired, entry-level Foreign Service personnel. Other agency employees who meet the stated enrollment requirements may attend on a reimbursable 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: 10/25

Bloodborne Pathogens for Health Unit Staff

Course Code EX300

See Distance Learning, page 156.

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 acts as a refresher and update on the latest security threats. *MQ250 Young Diplomats Overseas Preparedness*, page 300, 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 School of Applied Information Technology 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 pages 282-284.

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 157.

Annual Counterintelligence Awareness Training for Cleared Americans

Course Code EX250

See Distance Learning, page 157.

Cyber Security Awareness

Course Code PS800

See Distance Learning, page 158.

Domestic Emergency Management

Course Code PD538

See Distance Learning, page 158.

Information Sharing Environment

Course Code EX200

See Distance Learning, page 158.

Personal Identity Verification Module 2

Course Code PS820

See Distance Learning, page 159.

Security Overseas Seminar

Course Code MQ911

This course is designed to prepare our work force and their families for the security challenges overseas. 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 and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure

Audience: Training is mandatory for Department of State direct-hire employees prior to their first overseas assignment and highly recommended for their Eligible Family Members and Members of Household. Training is 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 under the age of 18. Other Foreign Affairs agency employees who meet the stated enrollment 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).

Additional Information: This course only needs to be taken once in a career. MQ912 *ASOS: Advanced Security Overseas Seminar*, page 159 and *OT611 Foreign Affairs Counter Threat Course* (contact DSTC Registrar at 703-204-6100 for information on *OT611*) fulfill the mandatory five year security refresher requirement. Email FSISOS@state.gov or call 703-302-7417 or 7418.

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

Minimum/Maximum: 40/160

Security Overseas Seminar, Advanced

Course Code MQ912

See Distance Learning, page 159.

Young Diplomats Overseas Preparedness

Course Code MQ250

See Transition Workshops and Presentations, page 300.

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 LE Staff and, on a reimbursable basis, employees of other government agencies. Contact CSD Division at 703-302-6916 for further information.

Curriculum and Staff Development courses are listed under two main catalog themes:

- Program Planning and Assessment, page 267.
- Training Skills, page 290.

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

Essential Skills for Facilitating Groups

Course Code PD547

This course is intended for anyone who is a classroom trainer or presenter; serves as Course Manager or Course Coordinator, or leads meetings or working groups. To facilitate means to "make easy." Facilitators contribute to successful group interactions by guiding the group's processes objectively and by involving all participants equitably so that all perspectives are heard and the group achieves its goals. Participants will learn and practice a set of essential facilitation skills for facilitating key group processes, including: collaborative learning; goal setting; idea generation; evaluating diverse perspectives; and decision-making. They will be able to select appropriate facilitation techniques for different scenarios. Through demonstrations, role plays, and practice, they will leave the session able to demonstrate essential group facilitation skills for classroom training, course management, and meetings/ working groups.

Course Objectives:

- Define the purpose and benefits of group facilitation.
- Identify essential group facilitation skills.
- Describe key group processes: learning collaboratively, goal setting, idea generation, sharing diverse perspectives, and decision making.
- Select appropriate facilitation techniques for classroom training, course management, and meetings/working groups.
- Demonstrate essential group facilitation skills for classroom training, course management, and meetings/working groups.

OPM Competencies Addressed:

✓ Continual Learning
✓ Flexibility
✓ Integrity/Honesty
✓ Interpersonal Skills
✓ Oral Communication
✓ Public Service Motivation

FS Precepts Addressed:

✓ Oral Communication
✓ Team Building

Audience: Department of State direct-hire (FS, CS, LE Staff) employees who have responsibilities as classroom trainer or presenter; Course Manager or Course Coordinator; or facilitator of meetings or working groups. Other agency and Department of State contract employees who meet the stated enrollment 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: 10/20

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.

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

Regional Intact Work Group Training

Course Code PD625

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. Training duration may be from a half-day to five-days.

Course Objectives:
- Staff meetings, offsites and retreats.
- Training-of-trainers programs.
- Change management.
- Cross-cultural effectiveness.
- Future planning.
- Program assessment, design and development.
- Work team training.

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: Direct-hire (FS, CS, LE Staff) employees. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Additional Information: Contact the Regional Training Center for your bureau or contact FSI's Regional Training Coordinator at 703-302-7135 to arrange a special session.

Schedule: Training schedule is custom-designed for office or work groups and may be a half-day, one-, or two-days in length.

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.

Minimum/Maximum: 5/30

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.

Minimum/Maximum: 5/16

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 292, 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* or *PD512 Training Design Workshop*, page 292. 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 course or program. Other agency employees who meet the stated enrollment 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-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 includes 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.

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.

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 292, *PD513 Training and Presentation Skills*, page 291.

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 stated enrollment 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 159.

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 also offers several non-tuition workshops for employees of foreign affairs agencies and their Eligible Family Members to help them through transitions in their career or personal life. Because this is a controlled facility, employees must sign up for those sessions in advance by providing the required personal data. Participants' names will be placed on the security access list and they will show photo identification to enter the facility. 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:
- Foundation Courses, page 294.
- Personal Planning Courses, page 297.

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

Foundation Courses

Communicating Across Cultures

Course Code MQ802

Noted expert in cross-cultural communication will lead sessions in adjusting to variations in cultural values and communication found in overseas life and work. Participants will identify key cultural values, identify personal reactions to cultural differences and explore effective strategies for living with cultural diversity.

Note: Especially useful when taken as a companion to *MQ803 Realities of Foreign Service Life*, page 296, and *MQ115 Explaining America*, page 294.

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 stated enrollment requirements may attend on a reimbursable basis.To enroll, DoS apply online or FS may contact HR/CDA; DoS EFMs apply online or contact sponsor's CDO. Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

Schedule: Saturday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 10/40

Employment Tools for Foreign Service Life

Course Code MQ704

Participants gain information to utilize the foreign affairs experience to form a comprehensive employment plan. They will learn about the job search process including networking, preparing resumes, interviewing skills, and use of social media.

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 employee's adult Eligible Family Members interested in preparing for employment search. Other foreign affairs agency adult EFMs who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS EFMs apply online or through sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 10/24

Explaining America

Course Code MQ115

As a companion course to *MQ802 Communicating Across Cultures*, page 294, 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 the United States of America using an understanding of fundamental American values.
- Identify sources for further personal studies of America.
- Develop skills to address controversial topics in a cross-cultural context.

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. Other foreign affairs agency employees and their adult EFMs who meet the stated enrollment 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).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 10/24

International Development and NGOs: Employment Options

Course Code MQ705

This course informs family members of the critical factors to consider when looking for employment opportunities in the field of international development and non-governmental organizations. Trainers and panelists explain the structure, function and network of international development organizations, NGOs and companies, as well as realistic avenues for internationally mobile spouse/partners to "break into" this sector.

Course Objectives:
- Identify resources for finding employment in the international development and NGO sector.
- Learn key aspects of the structure and functions of the international development/NGO assistance network.
- Understand the realities of working in the international development/NGO sector for Foreign Affairs spouse/partners.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge

Audience: Adult Eligible Family Members of Department of State direct-hire FS employees. Adults EFMs of other foreign affairs agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS EFMs apply online or contact sponsor's CDO; non-State submit a funded SF-182.

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 20/40

Orientation to State Overseas

Course Code MQ119
See Orientation, page 255.

Overseas Employment, Basics for

Course Code MQ703

In this course, participants receive information that explores and explains the various mechanisms for employment and training available to family members when posted abroad. Participants will gain tools and resources to investigate work options overseas and make realistic career plans as an internationally mobile professional.

Course Objectives:
- Identify U.S. government resources and benefits for family members who wish to work inside or outside a mission.
- Identify FSI training opportunities available overseas and in the Washington, DC area.
- Explore the cultural intricacies of the international job search.

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 of other foreign affairs agency employees who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS EFMs and MOHs apply online or contact sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 10/24

Portable Careers: Employment Options

Course Code MQ706

This course is dedicated to informing Eligible Family Members of various portable career options they might consider pursuing as a means to more consistent international employment. The day will include presentations on teleworking, starting a small business, consulting, teaching and providing professional pro-bono work. Furthermore, participants will have an opportunity to consider their own personal options through a professional employment coaching session.

Course Objectives:
- Learn key regulations regarding independent employment as a member of a Mission community.
- Understand the realities of building a portable career and the various options available.
- Appreciate personal skills sets which lend themselves to building an internationally portable career.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Partnering
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Adaptability
✓ Critical Thinking
✓ Decision-Making and Judgment
✓ Information Gathering and Analysis
✓ Institutional Knowledge

Audience: Department of State direct-hire FS employees and their adult EFMs. Other foreign affairs agency employees' adult EFMs who meet the stated enrollment requirements may

attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA and EFMs may contact sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

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

Minimum/Maximum: 12/24

Post Community and Country Research

Course Code MQ899

This program consists of directed individual independent research activities designed to benefit entry-level Generalists and Specialists and Civil Service employees preparing for their first overseas assignment. Research is conducted in the Overseas Briefing Center, Room E2126, located in FSI's Transition Center.

Course Objectives:
- Research key information about post of assignment.
- Identify post community and social environment, access points and strategies for effective entry into the community.
- Apply logistical information about planning the move to post.

OPM Competencies Addressed:
✓ Decisiveness
✓ Flexibility
✓ Problem Solving

FS Precepts Addressed:
✓ Adaptability
✓ Decision-Making and Judgment
✓ Knowledge of Foreign Cultures

Audience: Department of State direct-hire new Foreign Service and Civil Service employees preparing for their first overseas assignment. To enroll, DoS apply online or FS may contact HR/CDA (see page 1).

Note: Department of State Foreign Service employees should enroll through their CDO (HR/CDA/EL) and Civil Service employees should enroll through their CDO (Overseas Civil Service Assignment Unit - OCSA). Students should email the Overseas Briefing Center at FSIOBCInfoCenter@state.gov at least one day prior to arriving. Upon arrival, students must identify themselves to an OBC staff member and sign the FSI Attendance Roster. Otherwise, a status of "No-Show" will be reported.

Additional Information: Call 703-302-7276.

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

Minimum/Maximum: 1/20

Protocol and U.S. Representation Abroad

Course Code MQ116

Through hands-on interactive sessions, 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 representational events and begin applying them in simulated situations.
- 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 and their adult EFMs who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; DoS EFMs and Members of Household enroll online or contact sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

Schedule: Saturday; 9:00 a.m. to 4:00 p.m.

Minimum/Maximum: 20/36

Realities of Foreign Service Life

Course Code MQ803

This course is the basis of the continuum of training designed to build life skills for DOS eligible family members and all other non-foreign affairs agency employees 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 294, and *PN113 Introduction to Working in an Embassy*, page 146.

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
✓ Institutional Knowledge
✓ Professional Standards

Audience: Adult Eligible Family Members of Department of State direct-hire FS employees. Other foreign affairs agency employees and their adult EFMs who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or contact sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 10/24

Resilience Strategies for Success Overseas

Course Code MQ502

This foundational course is designed to proactively meet the needs of foreign affairs community members, including employees and family members, for foreign affairs community resilience training. This workshop takes a practical approach and explores the need for resiliency, the meanings and definitions of the term and develops strategies to increase resilience to thrive in an internationally mobile lifestyle.

Course Objectives:
- Be able to define resilience and its role in enriching one's experience in foreign affairs.
- Learn and practice techniques to hone one's own natural resilience.
- Develop strategies for integrating resilience techniques into current lifestyles.

OPM Competencies Addressed:
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Partnering
✓ Problem Solving
✓ Resilience

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Workplace Perceptiveness

Audience: Department of State direct-hire (FS, CS) employees and their adult Eligible Family Members. Other foreign affairs agency employees and their adults EFMs who meet the stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; DoS EFMs apply online or contact sponsor's CDO; non-State submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 12/30

Spouse/Partner Orientation

Course Code MQ120

See Orientation, page 256.

Personal Planning Courses

Regulations, Allowances and Finances in the Foreign Service Context

Course Code MQ104

Experts from the Department of State and other organizations present and discuss options available for those going overseas or planning their future in relation to regulations, allowances and finances in the Foreign Service context.

Course Objectives:
- Learn selected Department of State policies related to allowances, services and benefits.
- Learn the general aspects of retirement planning, TSP savings plans and other topics from financial experts.
- Learn the general aspects of insurance categories and important considerations for those in the Foreign Service.

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 stated enrollment requirements may attend on a reimbursable basis. To enroll, DoS apply online or FS may contact HR/CDA; DoS EFMs apply online or contact sponsor's CDO; Non-DoS submit a funded SF-182 (see page 2).

Additional Information: Email FSITCTraining@state.gov or call 703-302-7267.

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

Minimum/Maximum: 10/30

The Transition Center offers several non-tuition 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, 7269 or by fax at 703-302-7452 or email 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:
- Life Skills Training—Select Communities, page 298.
- Going Overseas Series, page 300.
- Personal and Financial Planning, page 301.

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

Life Skills Training–Select Communities

DCM/Principal Officer Spouse, The Role of the

Course Code MQ110

This presentation runs in conjunction with the *PT102 Deputy Chiefs of Mission/Principal Officers Seminar*, page 186, during the first three days of the second week, with separate and joint sessions for both employee and spouse/partner. 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/partner 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/partner.
- Identify self-management and leadership skills useful to the spouse/partner of the DCM/PO.

Audience: Eligible Family Members whose employee spouse/partner is enrolled in *PT102 Deputy Chiefs of Mission/Principal Officers Seminar*, page 186, or who will be going overseas as the spouse/partner of a DCM or Principal Officer. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Three days; 9:00 a.m. to 4:00 p.m. Subject to scheduling of DCM/Principal Officer course.

Minimum/Maximum: 8/24

Encouraging Resilience in the Foreign Service Child

Course Code MQ500

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 Third Culture Kids and suggests strategies for parenting and making smooth transitions.

Course Objectives:
- Learn characteristics of resilient children.
- Identify factors affecting Third Culture Kids.
- Develop strategies for parenting in an internationally mobile, cross-cultural environment.

Audience: Foreign affairs agency employees and adult Eligible Family Members interested in child development and the effects of a mobile childhood. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Lesbian, Gay, Bisexual and Transgender in Foreign Service

Course Code MQ130

This training is specifically designed for LGBT employees, their partners and Eligible Family Members who are or who plan to be assigned to a U.S. Mission abroad. Multiple offices in various bureaus work with the employees that need assistance and guidance in this field. This workshop will present a comprehensive picture of the Department's evolving policies and the current support system. The participants will learn how to proactively navigate this system to meet their needs; hear directly from panelists comprising both of policy makers as well as employees facing these issues in their foreign as well as domestic assignments; and receive resource materials for future reference and support.

Course Objectives:
- Become familiar with U.S. government policies as they apply to same sex couples.
- Be able to identify the offices they need to work with.
- Learn how to engage with post to gain assistance.

OPM Competencies Addressed:
✓ Accountability
✓ Continual Learning
✓ Flexibility
✓ Interpersonal Skills
✓ Leveraging Diversity
✓ Partnering
✓ Problem Solving
✓ Resilience
✓ External Awareness

FS Precepts Addressed:
✓ Active Listening
✓ Adaptability
✓ Critical Thinking
✓ Institutional Knowledge
✓ Professional Standards
✓ Workplace Perceptiveness

Audience: Foreign Affairs agency employees, their Eligible Family Members and Members of Household assigned to an overseas post. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: One day; 5:30 p.m. to 8:30 p.m.

Minimum/Maximum: 10/50

Maintaining Long Distance Relationships

Course Code MQ801

The Foreign Service lifestyle requires the extended separation of a wide variety of relationships. This workshop helps participants identify the relationships that will be affected, discusses methods of maintaining different types of long distance relationships and identifies behaviors that strengthen often-apart or long-distance relationships of all kinds. Note: Additional training and resource information is available for unaccompanied tours on the DoS OpenNet.

Course Objectives:
- Examine the role and expectations of relationships.
- Identify pitfalls of an often-apart or long-distance relationship.
- Learn best practices that promote successful long-distance relationships.

Audience: Foreign affairs agency employees and Eligible Family Members who are interested in understanding what they can do to better maintain any long distance relationship. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Raising Bilingual Children

Course Code MQ851

Parents in Foreign Affairs agencies have a unique opportunity to encourage bilingualism in their children. This workshop 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 adult Eligible Family Members who are from the same or different cultures interested in raising their children with multilingual capabilities. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Singles in the Foreign Service

Course Code MQ203

A panel of currently single Foreign Service personnel discuss the realities of being single in the Foreign Service, addressing topics ranging from making the move, entertaining, work hour expectations, social life and regulations related to dating and reporting.

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/30

Special Education Needs Overseas Seminar

Course Code MQ118

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 presents a comprehensive picture of the Department's special education support system and the parents learn how to proactively navigate this system to plan for their children with special education needs. It provides attendees an opportunity to interact with presenters and they receive extensive resource materials for future reference and support.

Course Objectives:
- Enable families 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: Foreign Affairs agency employees, adult Eligible Family Members and Members of Household preparing to move overseas. To enroll, apply through the Transition Center. Email participants' names, agency affiliation, and email addresses to: FSITCTraining@state.gov or call 703-302-7268.

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

Minimum/Maximum: 10/30

Transition to Washington for Foreign-Born Spouses

Course Code MQ302

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Three hours; 9:00 a.m. to 12:00 p.m.

Minimum/Maximum: 10/30

Traveling with Pets

Course Code MQ855

International 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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/50

Young Diplomats Overseas Preparation

Course Code MQ250

In this course, foreign affairs agency family members, in grades two through twelve will be introduced to the world of diplomacy and the realities of living overseas as an American. Furthermore, they will explore safety and security threats they might face in an overseas environment and identify resources to protect themselves. This course is highly interactive. Children are divided by age and all information is shared using age appropriate activities and details.

It is designed to complement the Going Overseas Workshops, *MQ210 Going Overseas for Families*, page 300, and *MQ230 Going Overseas – Logistics for Children*, page 301.

Course Objectives:
- Learn how an embassy and consulate are organized.
- Be able to 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.
- Identify security resources.
- Know how to apply general security rules to overseas life.

Note: Children's parents must be present on the Shultz Center campus during the session. This course runs simultaneously with *MQ911 Security Overseas Seminar* in which parents can enroll.

Audience: Open to all foreign affairs agency Eligible Family Member children in grades two through 12. Child must have completed the first grade. Classes are divided by age group. To enroll, apply through the Transitions Center at phone:703-302-7268, Fax:703-302-7452 or email FSITCTraining@state.gov with the preferred course date, child's first and last name, grade level for coming school year, onward post assignment and contact email for parent.

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

Minimum/Maximum: 12/50

Going Overseas Series

Separate morning sessions are offered for families and singles or couples without children. Adults and children attend separate afternoon workshops that deal with the logistics of moving overseas. Participants may sign-up for a single morning or afternoon session or both sessions.

Going Overseas for Families

Course Code MQ210

Families share their concerns and excitement around their impending move and how they plan to prepare for it. Specific segments focus on successful transitions and stress management. Adults and children attend joint as well as separate activities. This class is offered in conjunction with the afternoon classes *MQ220 Going Overseas – Logistics for Adults*, page 300 and *MQ230 Going Overseas–Logistics for Children*, pages 301.

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 skills that will draw the family together during transitions.
- Discuss the effects of stress and best practices for dealing with it.

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Saturday; 9:00 a.m. to noon.

Minimum/Maximum: 10/30

Going Overseas for Singles and Couples without Children

Course Code MQ200

This morning workshop is dedicated to better preparing singles and couples without children for an upcoming international move. In this interactive workshop, individuals and couples will discuss the four stages of moving and brainstorm methods to manage stress and communicate effectively throughout the transition. This workshop is offered in conjunction with *MQ220 Going Overseas – Logistics for Adults*, page 300.

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.

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Saturday; 9:00 a.m. to noon.

Minimum/Maximum: 10/30

Going Overseas – Logistics for Adults

Course Code MQ220

Participants will receive invaluable information on the logistics of moving overseas and learn the "nuts and bolts" of planning this move. This session helps adults establish a timeline for pack-out and moving, plan a consumables shipment, better understand moving allowances, regulations, and learn to determine what they need and don't need to ship. This workshop is offered in conjunction with *MQ200 Going Overseas for Singles and Couples without Children* and *MQ210 Going Overseas for Families*, page 300.

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m. or Saturday; 1:00 p.m. to 3:30 p.m.

Minimum/Maximum: 10/50

Going Overseas – Logistics for Children

Course Code MQ230

In this session, children in grades 2-12 will be introduced to the logistics necessary to make an international move. The children will be asked to think about what possessions are important to them and what they would like to take with them. Furthermore, they will be asked to think about their new post and research it in the Overseas Briefing Center. Children will be divided into age appropriate sessions. This workshop is offered in conjunction with *MQ210 Going Overseas for Families*, page 300.

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Saturday; 1:00 p.m. to 3:30 p.m.

Minimum/Maximum: 5/30

Personal and Financial Planning

Legal Considerations in the Foreign Service

Course Code MQ854

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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/50

Managing Rental Property from Overseas

Course Code MQ853

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 planning or considering renting property while overseas. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/50

Personal Finances and Investments for Foreign Affairs Personnel

Course Code MQ852

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. Experts discuss topics of concern 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 the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 10/50

Tax Seminar

Course Code MQ117

Tax professionals specializing in expatriate tax and financial planning matters will present and field questions on a variety of topics including: Domicile vs. Residence, Foreign Earned Income, state tax issues, rental property tax complexities and more.

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.
- Identify tax code to consider when a family member is working outside the Mission.

Audience: Foreign affairs agency employees and their Eligible Family Members. To enroll, apply through the Transition Center, email participants names, agency affiliation, and email address to FSITCTraining@state.gov or call 703-302-7268.

Schedule: Wednesday; 6:00 p.m. to 8:30 p.m.

Minimum/Maximum: 25/100

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[1] SkillSoft General Library DL Program, formerly known as "FasTrac"

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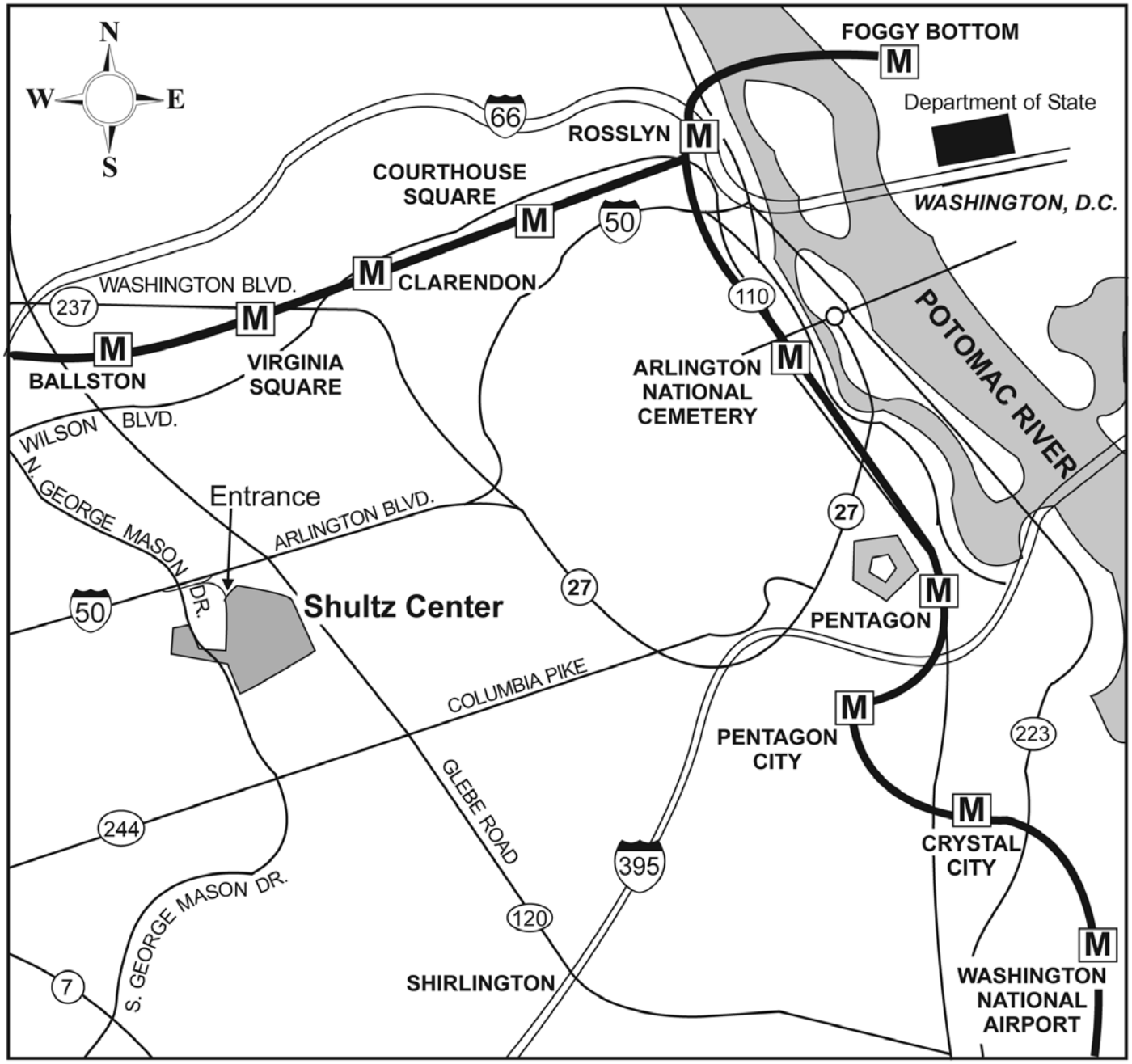

DIRECTIONS

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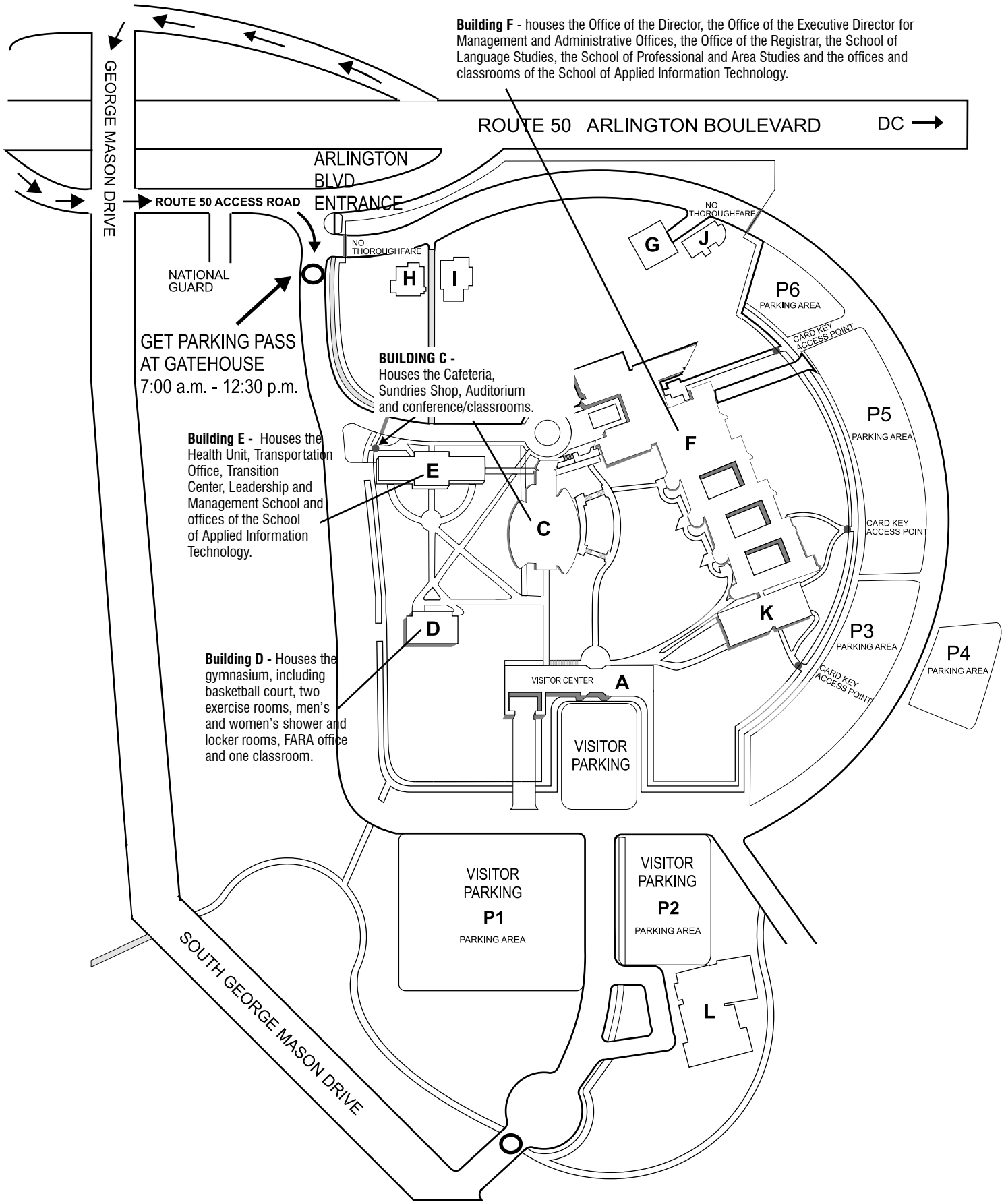
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