



USAID | **UNIVERSITY**
FROM THE AMERICAN PEOPLE

TRAINING CATALOG FY 2007



OCTOBER 2, 2006
VERSION I



USAID
FROM THE AMERICAN PEOPLE

The Office of Human Resources Training & Education Division (M/HR/TE) is proud to announce the issuance of its first USAID University Training Catalog. USAID University is the primary training facility for all USAID employees; through the University, USAID offers scores of courses to meet executive agency mandates, improve technical skills and share best practices, promote change management and new Agency initiatives, support employee performance, and provide leadership and executive management training.

The Catalog represents the Agency's initial effort to gather together key training programs available to its employees. It represents a first, important step in our goal of developing common skills and learning objectives by backstop and responsibility, and to optimize the Agency's scarce human capital. In this first edition of the Catalog, we present the most important core courses offered by the Agency; these will be refined and expanded over the coming year. In particular training that directly meets the needs of the Foreign Assistance community to meet the Government's development assistance goal of transformational diplomacy will be expanded upon.

The Catalog is an important resource for USAID staff and others working in the foreign assistance field, who are seeking to improve their skills and knowledge. The contents of this Catalog will soon be available on the new USAID University website, found at <http://inside.usaid.gov/M/HR/lsd/>, as part of the USAID University's Learning Management System. In the future, HR will be expanding its effort to define critical occupations and core competencies for those occupations - over time, the Catalog and the website will show the training necessary to obtain/establish these core competencies.

In this Catalog you will find Agency-sponsored training, Bureau and Mission-sponsored training and selected State Department, Federal Executive Institute and Department of Defense training targeted for Foreign Service personnel and others who work overseas.

We hope that this reference will help you fulfill the goals and objectives included in your yearly Individual Development Plan (IDP) and improve your ability to effectively accomplish the Agency's mission.

We are here to assist you in all of your training endeavors and help you grow and progress throughout your career. Direct any questions or comments to the USAID Training Registration Office on 202-712-4591/4589/4588 or via email to TRegistration@usaid.gov.

Sincerely -

David E. Eckerson

WHAT YOU WILL FIND HERE

Each Course Listing Contains:

Course ID Code Begins with three to five letters to indicate the **course category** and ends with three numbers to indicate the **level** of the course as either 100s (fundamental), 200s (intermediate), or 300s (advanced/ specialized)

Title Unique course name that indicates subject matter and differentiates the course from all other USAID training

ABC123. CORE COURSE TITLE

Prerequisite(s)
Skills or previous training required to enroll in the course

Description: Course focuses on [subject matter]. Participants will gain knowledge and skills that will allow them to achieve [desired result].

Prerequisite(s): XYZC102 & XYZC103

Training Type: Classroom

Duration: X hours/days

Audience: USAID Staff

Description
Purpose of the course, who **MUST** attend the course, how the class will work, the skills/ knowledge the participants will learn, and the applicable methodology/ reasoning

Training Type

Training setting (classroom, seminar, online, field training, workshop, hybrid)

Duration Length of course in terms of largest time increment (hours, days or weeks)-- example: 40 hours = 5 days = 1 week

Audience Who should take the course (i.e. Project Development Officers, Program staff, OE staff, etc.)

INTERAGENCY COURSES ARE INDICATED BY THE FOLLOWING ICONS:



= Foreign Service Institute of the Department of State



= Defense Acquisition University of the Department of Defense



= Federal Executive Institute

FREQUENTLY ASKED QUESTIONS

How do I access online courses?

Refer to the USAID intranet or send an email to elarninginst@usaid.gov for more information.

How do I know what courses I should take?

USAID is moving toward a more structured system of skills and core courses required for particular backstops. While this is in transition, please contact HR if you have questions about what courses are appropriate for your level and backstop.

What if I have a question about a course or I want to find out when a course will be offered?

The USAID University Learning Management System will be the point of contact for all USAID training once it comes online in 2007. In the meantime, please visit the USAID HR Intranet website: <http://inside.usaid.gov/M/HR/lrd/>. For further help, send an email with (1) the course title, (2) course ID, (3) your contact information and (4) your specific questions to coursequery@irgltd.com. We will forward your request to the appropriate person.

BACKGROUND

USAID provides a wide range of training which reflects the complexity and variety of work undertaken by Agency personnel. As HR moves to improve and strengthen USAID's training effort, a key first step is to collate and analyze information on ongoing courses. This first Version of the USAID University Catalog represents the initial effort to better understand what AID provides its staff in terms of skill development.

While some courses are explicitly linked to core competencies and job-based skills (particularly in training for Acquisition and Assistance Officers, Executive Officers, Health and Population Officers) in parallel to the Inventory HR will be working to more systematically link training and skills development with overall competencies across the range of Agency activities and functions.

This Catalog identifies over 100 courses, offered by USAID, the Federal Executive Institute, the Foreign Service Institute or Defense Acquisition University. This Catalog includes all "core" courses – those courses defined by the respective USAID Bureaus as well as HR's Training Quality Assurance Council to be the backbone of USAID's skills training effort. There are over 190 additional "non-core" courses; non-core courses may include important skills, providing essential supplemental or advanced training, often important skills needed for specific assignments, but not deemed to be central to the mission of the majority of staff of a particular Office or Bureau.

The Catalog identifies some of the most requested online courses offered to staff, a wide range of additional online courses are available but not yet covered. The Catalog also refers to FSI's extensive language training suite of courses; specific details of these courses can be found in the FSI Catalog.

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CORE COURSES

(FOUND) FOUNDATIONS

OVERVIEW

These courses are for new entry USAID employees, selected State Department employees, partners and all USG personnel involved with carrying out the Foreign Assistance strategy. In instances where a specific sector offers an introductory course, the course is linked here, but detailed information will be found by sector.

Cross-Listed Courses:

- PLANNING, ACHIEVING AND LEARNING (PAL), *SEE PGC*
- PROGRAM PROJECT MANAGEMENT (PPM), *SEE PGC*
- WHAT IS EMOTIONAL INTELLIGENCE, *SEE HRC*
- DEVELOPING FUNDAMENTAL CRITICAL THINKING SKILLS, *SEE HRC*
- CONFLICTS OF INTEREST, *SEE HRC*
- FOUNDATIONS OF EFFECTIVE THINKING, *SEE HRC*
- RULES & TOOLS OF FEDERAL SUPERVISION, *SEE HRC*
- DEMOCRACY & GOVERNANCE FUNDAMENTALS TRAINING, *SEE DGOVC*

FOUND101 NEW EMPLOYEE ORIENTATION

Description: This mandatory course provides an orientation to USAID including its organization, functions, employee design, the role of unions, policies and regulations. It also provides essential information and resources to all new employees of USAID, both in USAID Washington and in operational units abroad, and contains information and links to external resources that more senior employees will also find helpful. You will need a password to take this course--please send an email to the elarninginst@usaid.gov to request a password.

- Prerequisite(s): None
- Training Type: Online
- Duration: 3 hours
- Audience: All USAID new hires, including Foreign Service, Civil Service, Personal Service Contractors, and Foreign Service Nationals

FOUND102 NEW EMPLOYEE ORIENTATION (NEO) TO USAID

Description: This mandatory course covers how the agency works, future directions and trends, organization structure, personnel designations, professional development opportunities, agency branding policies, EOP,

Whistleblower Act, and fraud awareness. In addition, a Fair Forum allows participants to interact with various employee support groups such as the unions, EAP, gym, credit union and health unit. One must complete the online New Employee Orientation (NEO), including all the linkages provided in the online course prior to enrolling in this course.

- Prerequisite(s): Online NEO course (FOUND101)
- Training Type: Classroom
- Duration: 20 hours
- Audience: All newly hired employees except Foreign Service

FOUND103 NEW ENTRY PROFESSIONALS

Description: This mandatory training course is designed to prepare entry-level career candidate Foreign Service Officers (FSOs) through a comprehensive Washington-based training program, supplemented by short Mission TDYs, to take up their first overseas assignment as a FSO.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 5 weeks
- Audience: All new USAID direct hire FSOs recruited through the NEP Program. Others (Presidential Management Interns, fellows, etc.) may audit select portions of the orientation on a space available basis.

FOUND104 INCLUSIVE DEVELOPMENT

Description: In this course USAID employees learn about issues related to including people with disabilities in programs funded or sponsored by USAID and practical suggestions and recommendations for implementing USAID's Disability Policy during program delivery.

- Prerequisite(s): None
- Training Type: Online
- Duration: 5.5 hours
- Audience: All USAID employees, especially program officers and those who have supervisory or Team Leader responsibilities

FOUND 105 WORKING ACROSS CULTURES

Description: In this course participants will have an opportunity to "tune in" to their own cultural sensitivity prior to departing for their first overseas assignment. Course content is focused on "integration" difficulties that may arise from 1) working with members of a new culture, and 2) dealing with the new culture in general. The workshop curriculum will include a variety of hands-on activities designed to address cross-cultural issues

newly appointed FSOs and IDIs may encounter when working at their first overseas post as well as general situations USAID employees may encounter in Washington, D.C.

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 1 day
- Audience: Newly Appointed FSOs Highly recommended for newly appointed FSOs who entered on duty BEFORE September 30, 2005. NEPs and IDIs in this category should complete the training prior to departing the U.S.



FOUND I06 WORKING IN AN EMBASSY

Description: This mandatory course for all OFDA staff prior to deployment is offered solely by the Foreign Service Institute and covers the basics of State Department and embassy structures, services and protocols. FSI Course PN113

- Prerequisite(s): None
- Training Type: Online
- Duration: Variable
- Audience: Mandatory State Department course for field staff and extended TDYers



FOUND I07 SECURITY OVERSEAS SEMINAR (SOS)

Description: This course brings together security experts to give guidance to all employees and their family members on personal preparations and on how to adapt to a dangerous world.

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 2 days
- Audience: Mandatory for foreign affairs agency personnel prior to their first overseas assignment; highly recommended for spouses. These are adult sessions and not recommended for children



FOUND I08 INTELLIGENCE AND FOREIGN POLICY

Description: 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 and the oversight of intelligence activities by Congress. The primary focus is on how the Department of State and overseas posts use such intelligence and includes the role of the Central Intelligence Agency, Defense Intelligence Agency, National Security Agency, the Bureau of Intelligence and Research and other intelligence agencies in the process.

- Prerequisite(s): None

- Training Type: Classroom
- Duration: 3 days
- Audience: Foreign Service Officers, and Civil Service employees of the Department of State, AID, DoD, and other agencies concerned with foreign affairs, national security and intelligence in grades FO-04 through FO-01; FP-04 through FP-01; GS-09 through GS-15 or military equivalent. Senior officers also welcome.



FOUND109 POLITICAL-MILITARY AFFAIRS

Description: Participants in this course will examine the broad scope of political-military work and how it relates to broader national security policy.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 4 days
- Audience: Foreign Service Officers, and Civil Service employees of the Department of State, AID, DoD, and other agencies concerned with foreign affairs, national security and intelligence in grades FO-04 through FO-01; FP-04 through FP-01; GS-09 through GS-15 or military equivalent. Senior officers also welcome

FOUND110 AN OVERVIEW OF THE U.S. CONSTITUTION

Description: This course provides an overview of the U.S. Constitution that can be used in response to the Byrd legislation requiring federal employees and federally funded educational institutions to provide instruction on September 17, now designated as "Constitution Day."

- Prerequisite(s): None
- Training Type: Online
- Duration: 45 minutes
- Audience: All federal employees

FOUND111 OPERATIONAL PLAN GUIDANCE TRAINING

Description: This training provides instruction on how to complete an Operational Plan. Operational Plans are a key tool of foreign assistance reform because the Operational Plan demonstrates how the United States will use FY 2007 foreign assistance resources to move benefiting countries towards the goals and objectives articulated in the Foreign Assistance Framework. This course also covers training in the FACTS web application.

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: 2 days

- Audience: USAID Staff (limited number per course)

FOUND 112 MANAGE TO BUDGET (MTB)

Description: Training on the congressionally mandated initiative that is designed to ensure that USAID has effective and efficient administrative operations. Topics include – MTB Background, Why MTB, what stays the same and what is different, major issues, and the budget review process.

- Pre-requisite(s):None
- Training Type: Classroom
- Duration: 2 hours
- Audience: Managers, Office Directors, Controllers, Budget Personnel, Procurement Personnel, Financial Management Personnel, and AMS Officers

(ADC) ADMINISTRATIVE/ SUPPORT CORE

OVERVIEW

These courses teach skills needed in carrying out administrative functions by USAID and other members of the Country Team overseas (including those related to ICASS). Linked courses from State, OPM and DOD are also identified.

Cross-Listed Courses:

- SECURITY OVERSEAS SEMINAR (SOS), *SEE FOUND*



ADC101 BASIC ADMINISTRATIVE MANAGEMENT

Description: This course focuses on managing for results, providing management offers with the skills, knowledge, and abilities they need to perform management functions successfully in team oriented environment at overseas posts. FSI Course # PA224

- Prerequisite(s): Familiarity with MS Word and Excel spreadsheets
- Training Type: Classroom
- Duration: 1 week
- Audience: Employees going overseas to their first administrative management, GSO, HR, or FMO officer assignment



ADC102 GENERAL SERVICES OPERATIONS

Description: This course provides basic 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 five areas: general management issues; acquisitions; real property management; security, travel and transportation; and property management. Successful completion of the acquisitions portion of the course qualifies students for the standard overseas contracting officer's name warrant issues 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. The eleven-week GSO program includes this ten-week course and the prerequisite PA224 Basic Administrative Management course. FSI Course # PA221

- Prerequisite(s): None
- Training Type: Hybrid

- Duration: 11 weeks
- Audience: Foreign Service Officers

ADCI03 CABLE BASICS-OFDA

Description: This mandatory course for all OFDA staff is designed to teach OFDA staff how to write effective cables. The site contains examples of different types of cables, as well as a 2-hour self-paced course. Successful completion of the course qualifies staff as OFDA “Authorized Cable Senders.” Covers 1) the importance of cables to USAID, 2) cable content, format, and terminology, 3) how to write an effective cable, 4) using the cable macro, 5) cables from the field.

- Prerequisite(s): None
- Training Type: Online
- Duration: Less than 6 hours
- Audience: All OFDA Staff (only OFDA staff are eligible)

ADCI04 GSO COURSE WITH 3 MODULES: NON-EXPENDABLE PROPERTY, SHIPPING AND TRANSPORT, MOTOR VEHICLE MANAGEMENT

Description: This course provides basic skills needed by FSNs and other staff in managing three of the key tasks related to overseas administration. Students can specialize in one of these three areas, but an understanding of all three areas is encouraged

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 weeks
- Audience: IDI’s, FSN National, General Service Officers



ADCI05 SECURITY OVERSEAS SEMINAR-YOUTH (MQ 911)

Description: : In this course foreign affairs agency family members, in grades two through twelve during the summer months and grades six through twelve in February, will explore safety and security threats they might face in an overseas environment and identify resources to protect them.

FSI Course # MQ914

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 1 Day
- Audience: Children of Foreign affairs agency personnel in grades two through twelve



ADC201 OVERSEAS ADMINISTRATIVE MANAGEMENT

Description: This course is designed to provide experienced FS-01 and PS-02 administrative management generalists and specialists with the skills, knowledge and abilities needed to perform their management functions successfully at overseas posts. This course emphasizes customer-focused management, team building and managing for results. FSI Course # PA243

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 weeks
- Audience: Experienced FS-01 and FS-02 management generalists and specialists, this course is also valuable for Principal Officers and DCM/SEPs who have limited management experience



ADC202 WORKING WITH ICASS

Description: This course uses lectures, discussions, computer exercises, self-study and simulations, to help participants learn the principles and mechanics of the International Cooperative Administrative Support Services system, which is used abroad to manage administrative support services shared among USG agencies. FSI Course # PA214

- Prerequisite(s): Basic familiarity with Windows Software
- Training Type: Classroom
- Duration: 1 week
- Audience: Personnel assigned to Management or Financial Management Officer duties at overseas posts, Senior FSNs with the prior approval of the course manager



ADC301 SECURITY OVERSEAS SEMINAR (SOS), ADVANCED

Description: This advanced course utilizes the experience of veteran employees to provide a focused update of security skills. This course is highly recommended for spouses, however these are adult sessions and not recommended for children.

- Prerequisite(s): FOUND107 Security Overseas Seminar (SOS)
- Training Type: Seminar
- Duration: 1 day
- Audience: Foreign Affairs Agency Personnel Given Overseas Assignments



ADC302 ADVANCED FSN TRANSPORTATION WORKSHOP

Description: This course is intended to provide senior FSN transportation personnel with first-hand knowledge of U.S. and overseas shipping procedures. FSI Course # PA256

- Prerequisite(s): None
- Training Type: Hybrid (classroom and site visits)

- Duration: 1 week
- Audience: Senior ICASS FSN shipping Supervisors in grades FSN 06-12

(AQAC) ACQUISITION & ASSISTANCE CORE

OVERVIEW

These courses are part of an evolving set of training sessions needed for certification of all Contracts and Grants Officers, in USAID, as well as those addressing similar issues throughout the Foreign Affairs community. Linked courses at the Defense Acquisition University are also identified. These courses are being expanded and revised over the next 6 months, especially a subset of courses for EXOs and GSOs that serve as continuing procurement education by offering procurement management certification and limited warrant certification and include 30 days on job training. Courses AQACI01 through AQACI08, and AQAC302 are mandatory if the eligible USAID employee wants to advance in grade/pay.

Cross-Listed Courses:

- COMMUNICATE FOR RESULTS, *SEE HRC*
- BUILDING EFFECTIVE INTERFUNCTIONAL RELATIONSHIPS, *SEE HRC*

AQACI01 ASSISTANCE

Description: This course provides students with an overview and basic understanding of Assistance. Course content addresses all aspects of the procurement process used by agency officials to issue and oversee assistance instruments. Participants will acquire the skills and technical competence for the efficient and effective solicitation, negotiating, awarding and administering of Grants and Cooperative Agreements in accordance with all applicable Federal and Agency rules and regulations.

- Prerequisite(s): Workbook online
- Training Type: Classroom
- Duration: 1 week
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process



AQACI02 PROVIDING EFFECTIVE BUSINESS LEADERSHIP WITHIN THE FEDERAL GOVERNMENT (CON 100)

Description: Pending

- Prerequisite(s): None
- Training Type: Classroom

- Duration: 1 week
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process

AQAC103 ACQUISITION MANAGEMENT FOR CTOS

Description: Along with AQAC104, the purpose of this course is to provide USAID CTOs with the basic knowledge and skills needed to effectively carry out the role of an Agency CTO in acquisition management. The course focuses on procurement guidelines and underlines the importance of understanding development impacts of A&A decisions. Successful completion of the two CTO Certification courses, Acquisition Management for CTOs (AQAC103) and Assistance Management for CTOs (AQAC104), leads to USAID's CTO certification.

- Prerequisite(s): HRC103 Communicate for Results & HRC104 Building Effective Interfunctional Relationships
- Training Type: Classroom
- Duration: 4 days
- Audience: Current and prospective CTOs; CTO Supervisors; Contractors and grantees may attend on a space-available basis

AQAC104 ASSISTANCE MANAGEMENT FOR CTOS

Description: Along with AQAC103, the purpose of this course is to provide USAID CTOs with the basic knowledge and skills needed to effectively carry out the role of an Agency CTO in assistance management. The course focuses on procurement guidelines and underlines the importance of understanding development impacts of A&A decisions. Successful completion of the two CTO Certification courses, Acquisition Management for CTOs (AQAC103) and Assistance Management for CTOs (AQAC104), leads to USAID's CTO certification.

- Prerequisite(s): HRC103 Communicate for Results & HRC104 Building Effective Interfunctional Relationships
- Training Type: Classroom
- Duration: 4 days
- Audience: Current and prospective CTOs; CTO Supervisors; Contractors and grantees may attend on a space-available basis

AQAC105 SIMPLIFIED ACQUISITION PROCEDURES

Description: Pending

- Prerequisite(s): None
- Training Type: Classroom

- Duration: 1 week
- Audience: Staff who seek experience in simplified acquisitions

AQACI06 COMPETITION IN CONTRACTING ACT (CICA) AND THE ROLE OF COMPETITION IN USAID

Description: The course emphasizes that Federal Procurement requires Full and Open Competition per the Competition in Contracting Act; however CICA also allows for exceptions and those exceptions are also presented in this seminar.

- Prerequisite(s): None
- Training Type: CBT Seminar
- Duration: 3 hours
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process

AQACI07 E² SOLUTIONS – TRAVEL PREPARER

Description: Training in the use of the agency authorized electronic system for preparing travel authorizations and vouchers.

- Pre-requisites: None
- Training Type: Classroom
- Duration: 3 hours
- Audience: Travel Arrangers, Travel Approvers, Travelers, Budget Personnel, Financial Management Personnel

AQACI08 E² SOLUTIONS – TRAVEL APPROVER

Description: Training in the use of the agency authorized electronic system for preparing travel authorizations and vouchers.

- Pre-requisites: None
- Training Type: Classroom
- Duration: 3 hours
- Audience: Travel Arrangers, Travel Approvers, Travelers, Budget Personnel, Financial Management Personnel



AQAC201 MISSION SUPPORT PLANNING (CON 110)

Description: In this course students will gain the knowledge and skills necessary to perform the specific duties required for effective mission support planning. This is a Defense Acquisition University Course, please visit <http://dau.mil> for more information.

- Prerequisite(s): None
- Training Type: Distance Learning
- Duration: 4-5 days
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.



AQAC202 MISSION STRATEGY EXECUTIVE (CON 111)

Description: In this course students will gain the knowledge and skills necessary to execute an acquisition that optimizes customer mission performance. Students will learn basic procedures for acquisition of both commercial and noncommercial requirements, effectively conduct price analysis to determine when a price is fair and reasonable, conduct basic competitive acquisitions, process awards, and handle protests before and after contract award. This is a Defense Acquisition University Course, please visit <http://dau.mil> for more information.

- Prerequisite(s): AQAC201 Mission Support Planning (CON110)
- Training Type: Distance Learning
- Duration: 4-5 days
- Audience: Designed for personnel new to the contracting workforce and non-contracting personnel who play a role in the acquisition process



AQAC203 MISSION PERFORMANCE ASSESSMENT (CON 112)

Description: The purpose of this course is to teach the knowledge and skills necessary to use appropriate performance metrics when evaluating contractor performance, and to work with their customers to ensure contract performance is satisfying mission needs. Students also will explore assessment strategies and performance remedies, how to make and price contract modifications, deal with disputes, and close out completed contracts. This is a Defense Acquisition University Course, please visit <http://dau.mil> for more information.

- Prerequisite(s): AQAC201 & AQAC202
- Training Type: Distance Learning
- Duration: 4-5 days
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process



AQAC204 MISSION FOCUSED CONTRACTING (CON 120)

Description: This course spans the entire acquisition process from mission support planning through contract closeout and completes the DAU designated “Level 1” contracting courses.

- Prerequisite(s): AQAC201, AQAC202, AQAC203, and an online market research case study

- Training Type: Hybrid
- Duration: 2 weeks
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process

AQAC205 PERSONAL SERVICES CONTRACTOR (PSC) SEMINAR

Description: The purpose of this course is to provide skills related to personal service contracts as defined in: AID Acquisition Regulations (AIDAR) Appendix D: “Direct USAID Contracts With U.S. Citizens or U.S. Residents for Personal Services Abroad” and Appendix J: “Direct USAID Contracts with Cooperating Country Nationals and With Third Country Nationals for Personal Services Abroad.”

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 3 days
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process

AQAC206 ACQUISITION AND ASSISTANCE (A&A) FOR CTO SUPERVISORS

Description: The purpose of this course is to provide an understanding of the source of the CTO authority and distinguishing parameters of the CTO-manager relationship. Participants will develop skills to appropriately monitor and provide quality-control on those duties performed by the employee that relate to the CTO designation, and recognize challenges in managing an employee with authorities that do emanate from a third party.

- Prerequisite(s): Per redesign
- Training Type: Classroom
- Duration: 2 days
- Audience: Supervisors of CTOs



AQAC207 CONSTRUCTION CONTRACTING (CON 244)

Description: In this elective course students will gain in-depth knowledge and skills necessary to contract for federal government construction from acquisition planning through contract closeout. Content for this assignment-specific course is derived from the Units of Instruction in the Federal Acquisition Institute’s Contract Specialist Training Blueprints.

- Prerequisite(s): Contract Administration I and its prerequisites or CON 120: Mission Focused Contracting and its prerequisites are suggested

- Training Type: Hybrid
- Duration: 3-5 days
- Audience: Designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process

AQAC208 ADVANCED SIMPLIFIED ACQUISITION PROCEDURES

Description: This course is designed specifically for students who are experienced in simplified acquisitions and who seek training to enable them to increase their warrant level above \$25,000 or to update and further their knowledge of Federal Acquisition Regulation (FAR) Part 13 procedures. The course provides focuses on the more complex acquisitions that exceed \$25,000 including those up to \$5 million that are made under the commercial item test program.

- Prerequisite(s): AQAC105 Simplified Acquisition Procedures
- Training Type: Classroom
- Duration: 1 week
- Audience: Staff who are already experienced in simplified acquisitions

AQAC301 ACQUISITION AND ASSISTANCE (A&A) FOR SENIOR MANAGERS

Description: This course highlights the business role and major responsibilities of the senior manager and how those relate to the Agency's A&A process. Participants will develop and practice skills to address and resolve A&A challenges and to manage tensions inherent in the A&A process. This course will also review the responsibilities and documentation standards associated with the federal warrant and the federal ethics guidelines and principles to managing the A&A process.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 days
- Audience: Senior Managers



AQAC302 ADVANCED SOLUTIONS FOR MISSION SUPPORT (CON 353)

Description: Using realistic scenario-based learning, students in this course are provided the opportunity to work in teams to practice developing sound business solutions as a valued strategic and expert business advisor.

- Prerequisite(s): AQAC201, AQAC202, AQAC203, AQAC204, AQAC207
- Training Type: Hybrid
- Duration: 1 week

- Audience: Designed for contracting professionals who work, or are expecting to work, in positions requiring unlimited contracting officer warrants or a Level III DAWIA certification

(FBC) FINANCE & BUDGET CORE

OVERVIEW

These courses provide skills related to USAID's internal budget and finance management software systems.

FBC101 FINANCIAL MANAGEMENT OVERVIEW

Description: This course serves as an introduction to USAID's budget and finance policies and procedures. Participants will learn the requirements for financial audits of contractors and grantees, as well as management accountability.

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 30-44 hours
- Audience: Employees wanting to obtain an overview of USAID's key financial and administrative procedures and controls and the elements of USAID's Financial Process will find this course useful. Course will appeal to a cross section of USAID employees, including financial management staff (accountants, budget analysts, and financial analysts) audit personnel, and EXO and SO team staff.

FBC102 PHOENIX 6.0 ONLINE OVERVIEW

Description: In this course learners are exposed to the revised software and provided with a virtual tour of the software's features and functions. In addition, they will have an opportunity to explore the features and functions of Phoenix prior to the formal instructor-led training (ILT).

- Prerequisite(s): None
- Training Type: Online
- Duration: 2 hours
- Audience: Prerequisite for all USAID employees who 1) are transitioning from Mission Accounting and Control Systems (MACSs) to the Phoenix 6.0 Management System; 2) using previous versions of Phoenix, such as the Phoenix v3.7.4; or 3) will be using the upgraded Phoenix 6.0 Financial Management System

FBC103 PHOENIX 6.0 OVERVIEW

Description: This course provides the tools and capabilities needed in order to perform financial activities across the various subsystems in Phoenix including basic navigation of the software package.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 hours
- Audience: Employees who will be using any of the Phoenix subsystems

FBC104 PHOENIX ACCOUNTS PAYABLE

Description: This course allows participants to authorize payments to vendors, employees or other agencies for goods or services provided.

- Prerequisite(s): Phoenix Overview
- Training Type: Classroom
- Duration: 3 hours
- Audience: Financial Management Employees

FBC105 PHOENIX ACCRUALS

Description: Accruals are posted to the General Ledger to recognize expenses in the quarter they actually occurred. Accruals are calculated to provide the true status of awards and obligations and to help USAID anticipate future funding and spending needs. This course defines accruals, lists the importance of calculating them, and shows users how to enter them into Phoenix

- Pre-requisites: None
- Training Type: Instructor-led Classroom
- Duration: 1 hour
- Audience: CTOs and Phoenix users responsible for entering the accruals in the Phoenix system

FBC201 PHOENIX GENERAL LEDGER

Description: This course provides the financial tracking and audit backbone of the Phoenix system.

- Prerequisite(s): Phoenix Overview
- Training Type: Classroom
- Duration: 3 hours
- Audience: Financial Management Employees

FBC202 PHOENIX ACCOUNTS RECEIVABLE

Description: In this course participants will learn to record, monitor and control all activities associated with an agency's billing and collection process.

- Prerequisite(s): Phoenix Overview
- Training Type: Classroom
- Duration: 3 hours
- Audience: Financial Management Employees

FBC203 NMS FINANCIAL MANAGEMENT SYSTEM, NMS MODIFICATIONS

Description: The purpose of this course is to teach participants how to process administrative modifications in A&A.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 hours
- Audience: Requestors, Negotiators and Contracting Officers

FBC204 NEW MANAGEMENT SYSTEMS (NMS) FINANCIAL MANAGEMENT SYSTEM, NMS DEOBLIGATIONS

Description: In this course participants learn how to deobligate funds in the A&A administrative applications process.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 hours
- Audience: Requestors, Negotiators, Contracting Officers, and Program Managers

FBC205 NEW MANAGEMENT SYSTEMS (NMS) FINANCIAL MANAGEMENT SYSTEM, NMS INCREMENTAL FUNDING

Description: In this course participants learn how to create a request for incremental funding for an existing A&A award.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 hours
- Audience: Requestors, Program Managers, and CTOs

PLEASE REFER TO

<http://inside.usaid.gov/PMO/project/phoenix/training.htm>

**(ON USAID INTRANET) TO VIEW THE ADDITIONAL COURSES AVAILABLE
FOR PHOENIX FINANCIALS**

(HRC) HUMAN RESOURCES CORE

OVERVIEW

These courses provide basic skills needed in leadership, teamwork, personnel management, workforce planning and related topics.

Cross-Listed Courses:

- LEADERSHIP DEVELOPMENT PROGRAM-GLOBAL HEALTH, *SEE HPOPC*
- INCLUSIVE DEVELOPMENT, *SEE FOUND*
- OPERATIONAL PLAN GUIDANCE TRAINING, *SEE FOUND*



HRLANG LANGUAGE TRAINING

Description: Through contracts with National Foreign Affairs Training Center/Foreign Service Institute and other Washington area language schools, The Management Bureau, Office of Human Resources (M/HR), Personnel Operations Division (POD) provides foreign language courses for USAID employees who must meet language tenure or language designation position requirements. BASIC courses are designed to enable learners to develop a general language proficiency as well as specific communicative competencies required for their work. Classes start at different proficiency levels, i.e., S-0 through S-2. These courses are intensive, full-time programs and often include area studies. USAID Form 4-470 must be received by M/HR/POD eight weeks prior to class start date. USAID personnel wanting more information or registration procedures should contact their individual Personnel Operations Division Team Representative or Jim Aden (202) 712-0682 or JAden@usaid.gov

- Prerequisite(s): Variable
- Training Type: Variable
- Duration: The ultimate determination on the number of weeks required to reach an S-2 or S-3 depends on the employee's ability and class performance.
- Audience: Foreign Service employees who need to meet tenure or language designation requirements for overseas assignments and interagency affiliates

HRC101 WHAT IS EMOTIONAL INTELLIGENCE

Description: In this course participants learn how factors such as self-awareness, impulse control, persistence, zeal, self-motivation, empathy, and social deftness contribute greatly to an individual's success and how these

specific characteristics influence every area of your life. This course is a prerequisite for participation in the Emerging Leader Program. USAID LMS Course # COMM0141

- Prerequisite(s): None
- Training Type: Online
- Duration: 2.5 hours
- Audience: Managers, Supervisors, Team Leaders

HRCI02 ACHIEVING SUCCESS WITH THE HELP OF A MENTOR

Description: In this course participants will learn how a mentor can help them guide their own careers; explore how to build a relationship with a mentor, from setting initial expectations to using effective communication skills; discover what mentors expect and how to fulfill those expectations with a positive attitude, positive work habits, and ethical behavior, and learn how to manage a relationship with a mentor to a successful conclusion. This course is a prerequisite for participation in the Emerging Leader program. USAID LMS Course # MGMT0255

- Prerequisite(s): None
- Training Type: Online
- Duration: 3.5 hours
- Audience: Middle managers and Entry Level Employees

HRCI03 COMMUNICATE FOR RESULTS

Description: In this course participants will learn the communication skills needed to: 1) ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team; 2) maintain customer relationships during sensitive situations, such as when customers make a complaint, or you must deny their requests; and 3) to present information to your managers concisely and in a manner which is guaranteed to be understood the first time. Prerequisite for the CTO Certification Program. USAID LMS Course # COMM0004

- Prerequisite(s): None
- Training Type: Online
- Duration: 5 hours
- Audience: Anyone who needs to influence colleagues, senior managers, or clients or who has responsibility for managing, supervising, or leading staff

HRCI04 BUILDING EFFECTIVE INTERFUNCTIONAL RELATIONSHIPS

Description: In this course participants will discover how interfunctional relationships benefit them and their work goals and learn some communication skills that will help them develop stronger, more productive work

alliances across functional boundaries. This course is a prerequisite for the CTO Certification Program.

USAID LMS Course # COMM0191

- Prerequisite(s): None
- Training Type: Online
- Duration: 2.5 hours
- Audience: Department Heads, Supervisors and Managers

HRCI05 DEVELOPING FUNDAMENTAL CRITICAL THINKING SKILLS

Description: In this course participants will acquire an array of critical skills that can help improve information processing and delivery agility; learn how to maximize inferential and evaluative competence to achieve better planning and decision-making efficiencies; and improve critical thinking skills that will increase performance value to any organization. This course is a prerequisite for the Planning, Achieving & Learning (PAL) program. USAID LMS Course # PD0252

- Prerequisite(s): None
- Training Type: Online
- Duration: 3 hours
- Audience: Supervisors, Managers, Directors, Executives, Team Leaders, Project Leaders, and Coaches

HRCI06 CONFLICTS OF INTEREST

Description: The purpose of this course is to ensure that employees are prepared to handle the legal and ethical challenges that they face each day by examining one of the most common legal, ethical, and behavioral problems facing many of today's decision-makers--conflict of interest. This course will provide the fundamental skills that will enable participants to identify potential conflicts of interest and develop a policy to help their employees understand how to ensure the integrity of the company by avoiding, managing, and resolving such conflicts. This course is a prerequisite for the Planning, Achieving & Learning (PAL) program. USAID LMS Course # HR0163

- Prerequisite(s): None
- Training Type: Online
- Duration: 3.5 hours
- Audience: All employees with an emphasis on management and human resource personnel who need to understand and implement compliance policies

HRCI07 FOUNDATIONS OF EFFECTIVE THINKING

Description: This course explores how to think about the most critical business skill of all--thinking itself. Learn about the counterproductive thinking patterns and tendencies most people naturally fall prey to;

discover how these largely intuitive tendencies manifest themselves in problem-solving mind-sets and decision-making styles; and take the necessary steps to neutralize ineffective thinking habits and instead practice dynamic and results-oriented thinking strategies. The result? You'll become a better thinker, someone who can apply these new-found techniques to achieve organizational goals within the current climate of great institutional change. Prerequisite for the Program/Project Management program. USAID LMS Course # PD0231

- Prerequisite(s): None
- Training Type: Online
- Duration: 3.5 hours
- Audience: Executives, managers, supervisors, team leaders, and other business professionals who want to enhance their ability to solve business problems and make effective personal and organizational decisions

HRC108 WHAT IS SEXUAL HARASSMENT?

Description: In this course participants learn the truth about sexual harassment -- what it really is, who its victims are, and what it can cost the perpetrator and the employer. Finally, you'll examine an actual court case to see if you can apply what you've learned.

- Prerequisite(s): None
- Training Type: Online
- Duration: 3.5 hours
- Audience: Training Managers, Human Resource Managers, Functional Managers, Frontline Staff

HRC201 RULES & TOOLS OF FEDERAL SUPERVISION

Description: The purpose of this course is to teach USAID employees and supervisors worldwide about the rules of federal supervision and USAID's expectations for its supervisors and managers.

- Prerequisite(s): None
- Training Type: Online
- Duration: 4 hours
- Audience: Mandatory for all new supervisors and is recommended as a refresher for experienced supervisors. It is a prerequisite for supervisors and team leaders who want to enroll in USAID-sponsored supervision and leadership courses

HRC202 COMPETENCIES FOR TOMORROW'S MANAGERS

Description: In this course managers learn how to develop employees through influence and inspired guidance; improve communications and negotiation skills; get buy-in, and discover management strategies

that ensure success. This course is a prerequisite for the Supervision Seminar. USAID LMS Course # MGMT0111

- Prerequisite(s): None
- Training Type: Online
- Duration: 5.5 hours
- Audience: Department directors, managers, supervisors, coaches

HRC203 HR MANAGEMENT WORKSHOP

Description: This course focuses on real-life applications of the rules and regulations governing HR management in the Federal Government.

- Prerequisite(s): HRC201 Rules and Tools of Federal Supervision
- Training Type: Workshop
- Duration: 2 days
- Audience: Supervisors and Team Leaders

HRC204 SUPERVISION SEMINAR

Description: In this mandatory course for new supervisors participants acquire the interpersonal, supervisory and leadership skills supervisors and team leaders need to be effective. Topics include: transition to leadership, communication, workplace diversity, situational leadership, managing performance, managing conflict, building and managing teams, managing change, and managing up.

- Prerequisite(s): HRC111 Competencies for Tomorrow's Managers
- Training Type: Seminar
- Duration: 1 week
- Audience: New Supervisors and Team Leaders



HRC205 EMERGING LEADERS PROGRAM (ELP)

Description: Using feedback from 360 degree leadership assessment, participants in this training segment identify areas of leadership strengths and areas for development. The program focuses on leadership and management, presentation skills, intercultural competencies, and effective one-on-one interactions.

- Prerequisite(s): HRC101 What is Emotional Intelligence and HRC102 Achieving Success with the Help of a Mentor
- Training Type: Classroom
- Duration: 1 week
- Audience: FS 2/GS-14, equivalent supervisory or senior FSNs, USPSCs, FS 3/4, (NEPs and PMFs in 2nd year of program)



HRC206 LEADERSHIP PROGRAM (LP)

Description: This mandatory course for Deputy Mission Directors teaches participants to use data from personal leadership assessments to identify leadership strengths and areas of development. Program focuses on organizational communications, creativity in organizations, media skills, enhancing group commitment and leadership through teambuilding.

- Prerequisite(s): For FS-2/GS-14 applicants, completion of Emerging Leader Program, FEI Executive Leadership Program or Carley Senior Leader Program
- Training Type: Classroom
- Duration: 1 week
- Audience: FS-1/GS-15; FS-2/GS-14 who meet prerequisites



HRC301 SENIOR EXECUTIVE SEMINAR

Description: This mandatory course for New Mission Directors teaches participants how to use data from personal and organizational leadership assessments to identify their leadership strengths, identify areas for development, learn best practices and essential leadership tools. Program focuses on executive leadership communications, global leadership, coaching and mentoring skills, working with congress, and contemporary policy issues.

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 1 week
- Audience: Mission Directors, SFS, SES



HRC302 SENIOR EXECUTIVE THRESHOLD SEMINAR (SETS)

Description: This course is designed to prepare newly promoted senior Foreign Service Officers and senior Civil Service employees in the foreign affairs community for the challenges they will face in leading across agency and national boundaries. The culmination of the mandatory leadership training continuum, SETS focuses on the specific skills necessary to successful performance at the most senior levels of government: vision/values; team leadership; influence/negotiation; collaborative relationships; strategic/critical thinking and emotional intelligence. FSI Course # PT133

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 13 days
- Audience: Newly promoted senior Foreign Service Officers and senior Civil Service employees in the foreign affairs community

(LGC) LEGAL CORE

OVERVIEW

These courses provide skills for USAID legal staff, as well as core skills on legal issues for all USAID staff.

Cross-Listed Courses:

- AN OVERVIEW OF THE US CONSTITUTION, *SEE FOUND*

LGC101 NEW INTERN TRAINING

Description: This mandatory course for New Law Interns gives an overview of USAID's policies and administrative procedures.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1-2 hours
- Audience: New Law Interns

LGC102 ETHICS TRAINING

Description: This mandatory course for all Presidential Appointees and all person who file either a Public Financial Disclosure form (SF-278) or a Confidential Financial Disclosure Form (SF-450) provides information and guidance regarding the Standards of Conduct for employees of the Executive Branch.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: Variable
- Audience: All Presidential Appointees; all persons who file either a Public Financial Disclosure form (SF-278) or Confidential Financial Disclosure Form (SF-450). In addition, all others who wish may attend

LGC103 NEW LAWYERS TRAINING (IN-HOUSE)

Description: This mandatory course for New Lawyers provides on-going training in the areas that make USAID unique from a legal perspective.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1-2 hours a week
- Audience: New Lawyers

LGC201 CONTRACTING LAW COURSE, ARMY JAG

Description: This course provides information for attorneys reviewing contracts.

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 2 weeks
- Audience: Contracting Lawyers

LGC202 FEDERAL APPROPRIATION LAW

Description: The purpose of this course is to develop a clear understanding on Federal Appropriation Laws.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 days
- Audience: Lawyers

(LPAC) LEGISLATIVE & PUBLIC AFFAIRS CORE

OVERVIEW

These courses provide skills needed in communicating with Congress, and in carrying out the public affairs role in Washington and overseas. Linked courses from FSI are also identified.

Cross-Listed Courses:

- COMMERCIAL, LEGAL, AND INSTITUTIONAL REFORM (CLIR), *SEE EGC*

LPAC101 DEVELOPMENT OUTREACH AND COMMUNICATIONS TRAINING

Description: The purpose of Development Outreach Communications training is to teach standardized communications strategies and tools across Bureaus and the Agency. Development Outreach Communications Specialists (DOCS) are trained at regional training seminars and individualized consultations at Missions.

- Prerequisite(s): None
- Training Type: Classroom & Field Work
- Duration: 4 days
- Audience: DOC officers, program officers and related mission-based personnel

(PGC) PROGRAMMING CORE

OVERVIEW

Program courses provide core skills in development program planning, implementation and monitoring. Courses on knowledge management, environmental monitoring and other topics are also included.

Cross-Listed Courses:

- INTRODUCTION TO ASSESSMENT–OFDA, *SEE RELC*
- USAID ENVIRONMENTAL OFFICERS TRAINING WORKSHOP, *SEE EGC*
- CONFLICTS OF INTEREST, *SEE HRC*
- FOUNDATIONS OF EFFECTIVE THINKING, *SEE HRC*
- DEVELOPING FUNDAMENTAL CRITICAL THINKING SKILLS, *SEE HRC*
- OPERATIONAL PLAN GUIDANCE TRAINING, *SEE FOUND*

PGCI01 PLANNING, ACHIEVING AND LEARNING (PAL)

Description: This mandatory course for new employees teaches the basics of USAID’s program operations as well as the most current changes to USAID’s business processes from strategic planning, budgeting, pre-obligation requirements, acquisition and assistance instruments and monitoring performance to achieve results.

- Prerequisite(s): HRC105 Developing Fundamental Critical Thinking Skills & HRC106 Conflicts of Interest
- Training Type: Classroom
- Duration: 1 week
- Audience: USAID employees, preferably 6-12 months from joining USAID

PGCI02 GLOBAL DEVELOPMENT ALLIANCE (GDA)

Description: The GDA course promotes a development assistance based on partnership between the public and private sectors and designed to deepen impact by combining the interests and capabilities unique to each. The course provides the basics of GDA, an overview of the process and how alliances contribute to achieving strategic objectives within a mission. Participants will review case studies from the field and centrally-managed activities by exploring issues, various approaches,

challenge/obstacles of the process of alliance building and management. Additionally, representatives from the for-profit private sector talk about alliance building from their perspective.

- Prerequisite(s): Pre-workshop Survey
- Training Type: Classroom
- Duration: 1-2 days
- Audience: Technical Activity Managers

PGC201 KNOWLEDGE COORDINATION

Description: As part of the Agency Knowledge for Development Strategy, Missions have been requested to identify a Knowledge Coordinator, to assist other staff and partners to more efficiently use knowledge and information. This course provides basis skills for the KC's, and provides tools and information that they will need in addressing this function.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2-4 days
- Audience: Knowledge Coordinators and Related Staff

PGC202 PROJECT DESIGN MANAGEMENT (PDM)

Description: This course teaches participants to understand the role of the Program Manager within USAID's program operations system and as a member of a Strategic Objective Team. Perform program tasks and strengthen key Project Management skills.

- Prerequisite(s): PGC101 Planning, Achieving, and Learning (PAL) & HRC107 Foundations of Effective Thinking
- Training Type: Classroom
- Duration: 1 week
- Audience: Employees who have worked with USAID at least 6-12 months (targets technical and activity manager)

PGC301 PERFORMANCE MONITORING/MANAGEMENT PROGRAM (PMP)

Description: The purpose of this course is to review current performance monitoring and evaluation methodologies as well as to learn new approaches to requirements for performance monitoring and evaluation. Participants will share best practices in monitoring and evaluation and innovate approaches that have been employed within the Agency and elsewhere and also develop a comprehensive performance monitoring plan using a workshop case study. Note: For an SO Team to participate, it is mandatory that at least one attendee be a senior member from the SO Team.

- Prerequisite(s): None

- Training Type: Classroom
- Duration: 1-2 days
- Audience: SO Team Members (two or more from the same team, including partners) and others with specific responsibility for performance management

PGC302 CERTIFICATE EVALUATION TRAINING

Description: The training is an intensive course in project and program evaluation, aimed at building the basic skills and knowledge needed by USAID staff to conduct evaluations of USAID activities. The course is based on practical, hands-on application of the concepts and theory covered in the classroom via one week of field work doing an evaluation. All employees are welcome to take this course since we serve at many critical posts.

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: 1 week
- Audience: Mission and Bureau evaluation officers, program officers, and technical officers whose responsibilities include monitoring and evaluating the effectiveness and impact of the activities they manage

(DGOVC) DEMOCRACY/ GOVERNANCE CORE

OVERVIEW

These courses provide skills and expertise related to democracy and governance programs. Relevant courses at FSI are linked.

Cross-Listed Courses:

- INTELLIGENCE AND FOREIGN POLICY, *SEE FOUND*
- POLITICAL AND MILITARY AFFAIRS, *SEE FOUND*

DGOVC101 ORIENTATION TO DEMOCRACY & GOVERNANCE FUNDAMENTALS

Description: This course provides training on the Agency's Democracy & Governance (DG) Strategic Assessment Framework as well as the latest thinking in strategy development and program evaluation. In addition, participants will receive one-day fundamentals training in rule of law, elections and political processes, civil society and governance. You are eligible to apply for the workshop if (i) you have not attended either NEP or DG Fundamentals training and (ii) you are in a current or pending DG Officer field placement or some other DG activity management position within your Mission. Priority will go to BS-76 officers who have not had DG training. This training event is also an opportunity to meet with DG colleagues from around the world to share experiences and develop your own network of experts. Please email Robert Simmons at rosimmons@usaid.gov to apply

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 1 week
- Audience: USAID Staff who are in a current or pending DG Field Officer placement, as well as Staff who have not had either NEP or DG Fundamentals training—or officers that will have a significant responsibility for a democracy and governance portfolio.

DGOVC102 DG TRAINING FOR NEW ENTRY PROFESSIONALS

Description: This course provides an extensive background, examining each discrete sub-field of democracy (rule of law, elections and political processes, civil society and governance), in addition to a thorough introduction to strategy and metrics. Each participant will become comfortably knowledgeable in the principles and application of the Strategic Assessment Framework and learn in great detail the technical and

programmatic roots of the role of each of the sub-sectors. They will have solid exposure to the theoretical roots of the role of each of the sub-sectors in the promotion and sustainability of democracy and good governance and will also be introduced to the organization and process associated with USAID regional bureaus.

- Prerequisite(s): Current standing as DG or BS-76 NEP, or by arrangement with DCHA/DG
- Training Type: Seminar-style with hypothetical scenarios
- Duration: 10 weeks
- Audience: DG New Entry Professionals and presidential management fellows, and PSCs who have been recruited to work on democracy and governance projects.

DGOVC301 DG CURRENT AND ADVANCED ISSUES

Description: This course provides focused examination of cross-cutting and emerging issues reflecting changing realities in the field.

- Prerequisite(s): Current DG officer or officer with significant DG portfolio
- Training Type: Seminar
- Duration: 1 week
- Audience: Experienced officers with current or imminent DG responsibilities

(EGC) ECONOMIC GROWTH CORE

OVERVIEW

These courses provide skills and expertise related to development programs in economic growth, agriculture, environment, microenterprise, energy and education.

EGCI01 ECONOMIC GROWTH – OVERVIEW

Description: The EG overview course covers four themes: (1) Macroeconomic Policy; (2) Private Sector Development and Public Policy, including Commercial Law and Regulation, Trade Policy, Law and Regulation, and Privatization; (3) Financial Sector Development; and (4) Enterprise Development. The overview course balances technical concepts ("theory") and practical application: lessons learned, outcomes targeting, measuring and monitoring impact, and assistance implementation tools. It covers not just the "What?", but the "When?", "How?", and "With Whom?"

- Prerequisite(s): Complete online questionnaire and set of basic readings on macroeconomic policy, trade policy, commercial law, and others as assigned
- Training Type: Classroom
- Duration: 1 week
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban, and GDO, Program/PDO, Crisis Management

EGCI02 INFRASTRUCTURE PRINCIPLES & PRACTICES

Description: The purpose of this course is to develop a core set of competencies for USAID staff working on infrastructure and to familiarize them with the different instruments and main programs which are now being implemented or considered.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2-4 days
- Audience: All staff working in infrastructure

EGCI03 DEVELOPMENT AND CITIES (URBAN 101)

Description: The purpose of this course is to increase awareness among USAID staff about urbanization in developing countries and clarify the linkages between urbanization and other USAID

sectors such as agriculture, economic growth, natural resources management, health, and democracy and governance.

- Prerequisite(s): None
- Training Type: Interactive Workshop
- Duration: 2-3 days
- Audience: USAID staff, host-country counterparts and USAID consultants

EGCI04 AGRICULTURE, ENVIRONMENT AND NRM (AENRM) OVERVIEW

Description: This course enables participants to increase their knowledge of AENRM strategic issues; improve their knowledge of USG policies, treaties, and conventions in the subject areas; enhance their abilities to use critical AENRM techniques and methodologies; and increase their capacity to access and utilize resources relevant to AENRM activities.

- Prerequisite(s): None
- Training Type: Classroom/Interactive
- Duration: 1 week
- Audience: FS, FSN, NEP,IDI-AG, NRM, EG, GDO, PROG

EGCI05 EDUCATION – OVERVIEW

Description: This is an intensive two-week course designed to increase knowledge of sectoral issues, key trends, analytical tools and effective program approaches in international education. Emphasis is on basic education, higher education, and workforce development. Topics include pre-primary, primary, lower and upper secondary, higher education, vocational and technical education, out-of-school youth, adult education, assessment of learning outcomes, education reform, education finance, education decentralization, gender integration, formal and non-formal education, teacher training, corruption in education, and other pertinent topics.

- Prerequisite: Complete Self-Assessment Questionnaire
- Training Type: Classroom
- Duration: 2 weeks
- Audience: Primarily intended for USAID staff working in education. A limited number of positions are open to USAID staff working in other areas and sectors.

EGCI06 ENVIRONMENTAL COMPLIANCE

Description: This course is essential for all USAID officers whose duties involve any aspect of design, implementation, managing, monitoring or contracting/granting of any activities that use program money. It will provide a basic familiarity with the legal requirements and mandatory procedures for environmental impact assessment that all activities must undergo prior to obligation of funds. It will review Federal

Regulation 22 CFR 216, USAID policies and procedures in ADS Chapters 201, 202, 203, 204, and 303, and responsibilities of USAID staff.

- Prerequisite: Read 22 CFR 216, and ADS Chapters 201, 202, 203, 204 and 303
- Training Type: Interactive Workshop
- Duration: 16-24 hours
- Audience: USAID staff and partners

EGC201 HUMAN AND INSTITUTIONAL CAPACITY DEVELOPMENT OVERVIEW

Description: This course enables participants to develop an understanding of the Human and Institutional Capacity Development (HICD) approach and identify possible applications and benefits for country programs; Explore ways to work effectively in Stakeholder groups to implement HICD processes; Enhance their effectiveness, efficiency and ability to work together by developing skills in effective communications; Discuss and examine a variety of successful HICD practices being used by practitioners in the E&E Region; Agree on next steps, including ways to support a regional community of HICD practitioners.

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 1 week
- Audience: USAID Mission Directors, Education Officers, SO Members, Contractors

EGC202 USAID ENVIRONMENTAL OFFICERS TRAINING WORKSHOP

Description: This is a series of training courses and workshops designed to improve the ability of USAID's Environment staff to "meet the challenges" it will face in the years ahead. Specifically, these challenges require more integration of environment program strategies and USAID managers who have the range of skills needed to implement them. Participants will be trained in the environmental review of projects to comply with 22CFR216.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: Variable
- Audience: USAID Environmental Officers, State Dept, other USG representatives, and interagency partners

EGC301 AGRICULTURE, ENVIRONMENT AND NRM (AENRM) ADVANCED MODULES

Description: This AENRM specialized module course provides in depth exposure to prominent AENRM issue clusters including: Conflict Vulnerability and Fragility; NRM; Biotechnology; and

Policy, Markets & Trade, in order to give participants training in the use of methods and techniques planning and project design in the individual module subjects.

- Prerequisite(s): EGC104 and Field AENRM experience
- Training Type: Classroom
- Duration: 1 week
- Audience: FS, FSN, NEP,IDI-AG, NRM, EG, GDO, PROG

EGC302 ECONOMIC POLICY & INSTITUTIONS: MACROECONOMIC POLICY AND TRADE

Description: This course provides information on macroeconomic trends and issues affecting international development programs--subjects covered include: non tariff trade barriers, economic policy reform, and other pertinent topics.

- Prerequisite(s): EG officers with graduate level trade in macro-economics
- Training Type: Classroom
- Duration: 2-4 days
- Audience: EG officers with graduate level trade in macro-economics

EGC303 DEVELOPMENT CREDIT AUTHORITY WORKSHOP

Description: The purpose of this course is to familiarize USAID staff with the availability and use of partial guarantees to engage the private sector in financing local development. The use of partial guarantees is based on the premise that private capital in LDCs is not being put to work to fuel economic growth. Loan or bond guarantees together with targeted technical assistance can introduce private lenders to creditworthy but underserved sectors.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1-2 days
- Audience: Development Credit Managers

EGC304 FINANCIAL SECTOR REFORM (FSR) IN-DEPTH COURSE

Description: The FSR in-depth course gives participants an understanding of the key factors that shape the financial sector and highlights impediments to the development of financial services, which USAID assistance may be able to address. It examines the organizational structure of financial institutions, the inner workings of banks, capital markets, and other financial institutions, as well as the checks and balances that ensure good governance. It explores how regulatory authorities achieve a competitive, safe and sound financial system. The course covers non-bank financial institutions, including leasing, insurance, pension, real estate finance

and municipal finance. The course shows how the components of the financial sector fit together and provides concrete, country-specific examples of actionable, objectives-based statements of work.

- Prerequisite: Complete EG Overview Course, online questionnaire, and FSR readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC305 COMMERCIAL LEGAL AND INSTITUTIONAL REFORM (CLIR) IN-DEPTH COURSE

Description: This in-depth module provides participants with practical knowledge for diagnosing, designing, and managing commercial law projects. Building on the basic legal and development concepts, the course discusses the relevance of a variety of commercial law subject areas and their relationship to more traditional "democracy-governance" Rule of Law concepts. Trainers include legal scholar-practitioners, development professionals, subject area specialists, and - very importantly - the participants themselves. The course examines the supply and demand for legal reform and constituency development; current issues and trends in CLIR, such as the role of Islamic Law and the Doing Business indicators; USAID's legal reform experience; and USAID's CLIR assessment tools.

- Prerequisite: Complete EG Overview Course, online questionnaire, and CLIR readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC306 INTERNATIONAL TRADE IN-DEPTH COURSE

Description: The International Trade in-depth course focuses on practical aspects of how USAID can assist developing countries become more globally integrated, through trade in services and goods. The course provides students with the tools and resources they need to 1) identify and prioritize constraints to such integration; 2) develop responsive and effective projects in target areas; and 3) measure and report performance. It profiles several key areas of trade capacity building, such as the development of trade policy institutions and coordinating mechanisms, support for trade negotiations and the implementation of resulting agreements, export and investment promotion, enhancing firm- and industry-level competitiveness in foreign markets, streamlining trade-related transport and logistics, and facilitating workforce transition and adjustment to increased competition in local markets. A case study facilitates the practical application of the information presented in the classroom.

- Prerequisite: Complete EG Overview Course, online questionnaire, and trade readings as assigned.

- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC307 MACROECONOMIC POLICY AND INSTITUTIONAL STRENGTHENING IN-DEPTH COURSE

Description: The Macroeconomic Policy and Institutional Strengthening course reviews monetary and fiscal policy, interest rate and inflation rate determination, balance of payments and exchange rate behavior and policy, and public expenditure and revenue generation policy and practices. This in-depth module analyzes how macroeconomic policies affect a country's overall investment attractiveness and the growth of the industrial and agricultural sectors of the economy. The course also looks at the application of macroeconomic policy tools such as fiscal planning, tax administration, debt management, exchange rate management, and inflation targeting.

- Prerequisite: Complete EG Overview Course, online questionnaire, and macroeconomic theory and policy readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC308 ENTERPRISE DEVELOPMENT

Description: The Enterprise Development In-Depth course focuses on an awareness of the key concepts in enterprise development, how to improve enterprise productivity and increase the competitiveness of a country's economy, and shares best practices in approaches to enterprise development activities. The course profiles issues, lessons learned, and case studies in areas such as firm-level assistance, supply chains, value chains, cluster and business services development, public-private dialogue, export development, investment promotion, and privatization. The course is a blend of theoretical presentations and case study analysis and discussion, looking at design, project oversight, and monitoring and evaluation issues.

- Prerequisite: Complete EG Overview Course, online questionnaire, and Enterprise Development readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC309 INVESTMENT

Description: This course will assess the types of foreign and domestic investment, highlighting those which are most helpful to the economic development objectives of USAID host countries. In competitive environments, high quality investment projects elevate the rate of return to investment in the economy as a whole, leading to new employment and wages in progressively wider circles of the economy and ultimately to increased economic growth. One focus of the course will be Foreign Direct Investment (FDI), an important external source of long-term funds in developing countries, which can serve to stimulate competition, spur innovation, introduce new technologies and processes, and elevate the skills of workers and managers in developing countries. This new course aims to develop participants' understanding of how to target investment activities and of best practices and lessons learned in investment promotion efforts.

- Prerequisite: Complete EG Overview Course, online questionnaire, and Investment readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training

EGC310 ECONOMIC GOVERNANCE IN POST-CONFLICT AND POST-CRISIS SITUATIONS

Description: This new course will discuss current USAID thinking and choices with regard to Economic Growth and Governance activities in post-conflict and post-crisis situations. Using both best practices as well as lessons learned from unsuccessful initiatives, the course examines the priorities and criteria which should guide the timing and sequencing of the transition from relief and reconstruction to development.

- Prerequisite: Complete EG Overview Course, online questionnaire, and readings as assigned
- Training Type: Classroom
- Duration: 20-24 hours
- Audience: USDH, PSC, FSN, PASA/RSSA, etc; EG backstops, including PEO, ECON, AG, NRM, Urban as well as other backstops who require this training



EGC311 ECONOMIC AND COMMERCIAL STUDIES

Description: This is an intensive and comprehensive nine-month professional development program designed to provide the analytical and policy tools required by economic officers in the course of their careers. Emphasis is on knowledge and skills needed to analyze economic policy, advise U.S. officials on economic issues, influence the overseas policy environment and advocate for U.S. economic and commercial interests. FSI Course # PE250

- Prerequisite(s): None
- Training Type: Hybrid (classroom, workshop and site visits)
- Duration: 9 months
- Audience: Primarily intended for tenured economic/commercial officers. A limited number of positions are usually open to Foreign Service Officers in other cones, to Civil Service employees, and to participants from other United States Government agencies, such as USAID



EGC312 TRADE AGREEMENT IMPLEMENTATION

Description: This course features training by experience international trade lawyers and trade compliance experts on World Trade Organization core principles; elements of major trade agreements on apparel and textiles, services, intellectual property rights, customs, government subsidies, countervailing duty and safeguards; and techniques for effective monitoring and enforcement. FSI Course # PE222

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1 week
- Audience: Foreign Service economic officers, Civil Service economic analysts and Foreign Service Nationals in position with trade policy portfolios



EGC313 ECONOMIC ISSUES

Description: This innovative course is designed to especially for non-economic officers but is also open to economic officers who need to refresh dated training. The course uses a case study/workshop approach to teach economics through work on the Asian currency crisis. World Trade Organization, trade disputes, HIV/AIDS, biotechnology, poverty reduction strategies, and other current issues. FSI Course # PE285

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 weeks

Audience: Foreign Service Officers, Civil Service Employees and Foreign Service Nationals from Department of state and other agencies who are assigned to positions requiring understanding of international economic issues

(HPOPC) HEALTH & POPULATION CORE

OVERVIEW

These courses provide skills and expertise related to health and population programs, including AIDS programs. Relevant partner and other USG courses are linked, including a substantial collection of online offerings.

HPOPWEB GLOBAL HEALTH E-LEARNING PROGRAM

Description: The Global Health E-Learning Program consists of a series of web-based self-instructional courses that cover a mixture of major categorical topics (e.g. TB Basics), cross-cutting topics (e.g. Logistics), and selective sub-arenas (e.g. IUDs or HIV Prevention). Developed in partnership with the various Bureau technical offices, the INFO Project and M.S.H., the courses contain a blend of pure technical concepts (e.g. how is TB spread) and current relevant programmatic application (e.g. selecting IUD providers for training and support who are already positively disposed toward IUDs). Courses focus on delivering the most important knowledge for field application. Currently the following eight state-of-the-art technical courses are available:

- 1) **IUD** -- The IUD is one of the most popular and effective methods in the world, with many positive attributes. Yet in many countries, IUDs are not widely used. This course will help you understand what can be done to revitalize IUD use, recognizing the importance of an informed user's choice of contraceptive methods.
- 2) **Logistics for Health Commodities** -- This course provides basic information on supply chain logistics for health commodities and explains the importance of logistics to health programs. It is an overview of some of the basic principles of logistics and serves to orient the learner to the topic.
- 3) **Antenatal Care** -- To orient the participant to key concepts in antenatal care (ANC), including the importance of focused (goal-directed) ANC.
- 4) **HIV Basics**, Part 1 -- Part 1 provides an overview of HIV/AIDS biology, epidemiology, and prevention.
- 5) **M&E Fundamentals** -- Monitoring and Evaluation (M&E) is an essential component of any intervention, project, or program. This course will help you understand what M&E is, why it is important, and the basics of what it entails.
- 6) **Postpartum Hemorrhage** -- Postpartum hemorrhage (PPH) is the single most significant cause of maternal mortality. This course will orient you to the causes of PPH and the evidence-based methods of preventing PPH.

7) **Standard Days Method** -- The Standard Days Method (SDM)® is an effective new natural method of family planning developed through scientific analysis of the fertile time in the woman's menstrual cycle. Recent guidance from USAID describes how the method – with its low supply cost and attractiveness for couples who have not previously used contraception – can be offered by different levels of providers. The SDM is helping expand contraceptive options and addresses unmet need. CycleBeads® facilitate provision and use of the SDM by helping a woman track her cycle days, know which days she is fertile, and monitor her cycle lengths.

8) **TB Basics** -- This course provides some basic information about tuberculosis (TB) and its global impact, along with an overview of some strategies that are currently under way to control TB. TB Basics introduces information that you will need to know before moving on to other TB e-learning courses in the series. For some this information will be new, for others it won't.

In order to access these courses, interested participants must go to the GH eLearning site (www.globalhealthlearning.org) and apply for a password. There are many non-core courses on the GH eLearning site. Please refer to <http://ghintranet.usaid.gov/GH/administration/training/index.html> (via USAID's intranet) to view the additional courses available through the General Health e-Learning Center.

- Prerequisite(s): Variable
- Training Type: Online
- Duration: Variable
- Audience: The GH eLearning courses are geared toward USAID public health advisors, but USAID staffers interested in learning the fundamentals of public health are welcome to apply to for a password to take the courses as well

HPOPCI01 GH BUREAU OF OFFICE ORIENTATION (A TASTE OF GH)

Description: This course serves as an orientation to GH staff, office structure, projects and strategic priorities.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 10 hours
- Audience: All new staff involved in USAID PHN programs and projects

HPOPCI02 HEALTH SYSTEMS COURSE

Description: In this course participants will become comfortable with terminology and components of the health system, learn about USAID's approach to strengthening the health system and familiarize themselves with the resources available for designing and implementing health systems work.

- Prerequisite(s): GH eLearning Course (currently under development)
- Training Type: Classroom
- Duration: 3 days
- Audience: All technical staff involved in USAID PHN programs and projects

HPOPC201 LEADERSHIP PROGRAM–GLOBAL HEALTH

Description: The purpose of this course is to develop a strong identification as a cohort of leaders within USAID; learn Agency objectives; learn and practice effective leadership and decision-making skills; learn about a wide range of management issues and concerns encountered by USAID officials; and learn how to manage and lead change.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: Variable
- Audience: USDHs, NEPs, Fellows, PSCs, other NDHs in Washington and in the field

HPOPC202 HIV/AIDS TECHNICAL KNOWLEDGE

Description: This course provides baseline technical knowledge of HIV/AIDS programming and fosters collaboration among all technical areas.

- Prerequisite(s): GH eLearning Courses on this topic
- Training Type: Classroom
- Duration: 1.5 days
- Audience: USAID PHN field and Washington staff including NEPs, FSNs, PSCs, Fellows, TAACS, and other NDH staff

HPOPC203 STATE OF THE ART WORKSHOPS (SOTAS)/CONSULTATIVE MEETINGS

Description: The purpose of this course is to update Mission PHN staff on critical scientific and programmatic developments in global health; clarify shifting priorities in Agency policies, strategies, and programs; capture state-of-the-art practices; promote the exchange of ideas and experiences among Missions; listen and learn about field issues in order to improve USAID/W support to the field.

- Prerequisite(s): None
- Training Type: These are one-week group-based workshops focused on experiential learning
- Duration: Variable
- Audience: USAID field staff including FSOs, PSCs, FSNs, Fellows, and other NDHs

HPOPC204 CROSS-SECTORAL TECHNICAL TRAINING

Description: The purpose of this course is to update staff on cross-sectoral issues linking with health in an effort to support Agency strategy to create more integrated programs.

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: Variable
- Audience: PHN Sector staff in USAID/W (including regional and pillar bureaus)

(RELC) RELIEF, TRANSFORMATION & RECONSTRUCTION CORE

OVERVIEW

These courses from OFDA, OTI, FFP, as well as the State Department/CRS provide core skills and expertise needed to plan and implement programs in fragile states, countries in crisis, and those involved with reconstruction and stabilization.

Cross-Listed Courses:

- ECONOMIC GOVERNANCE IN POST-CONFLICT AND POST CRISIS SITUATIONS, *SEE EGC*

RELCI01 OFDA NEW EMPLOYEE BRIEFING

Description: The purpose of this mandatory course for all new OFDA staff is to familiarize new staff with the office structure, mission, staff, and disaster response options.

- Prerequisite(s): None
- Training Type: Online
- Duration: 1 hour
- Audience: All OFDA staff (only OFDA employees are eligible)

RELCI02 ORIENTATION TO OFDA

Description: The purpose of this mandatory course for all OFDA staff is to familiarize participants with OFDA, including the mandate, organization, staffing, funding, operations, disaster response options and partners. The course includes a case study of a typical OFDA natural disaster response.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 7 hours
- Audience: All USAID staff

RELCI03 OTI FIELD ORIENTATION

Description: The purpose of this mandatory course for all new OTI staff is to: (1) familiarize new staff with OTI's mission, mandate and methods; (2) develop an understanding of how OTI fits into USAID Missions

and maintains close relationships with implementing partners on the ground; (3) discuss lessons learned over the past ten years; and (4) provide basic programmatic and administrative training.

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: 2 days
- Audience: OTI Staff (only OTI employees are eligible)

RELC104 FFP INTRODUCTORY COURSE

Description: This is an introductory course about FFP and Title II food aid programs.

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 4 days
- Audience: USG staff involved in food aid

RELC105 DISASTER DECLARATION BASICS

Description: This mandatory course for all OFDA staff covers protocols and information that explain how OFDA monitors potential disaster situations and responds to imminent or declared disasters.

- Prerequisite(s): None
- Training Type: Online
- Duration: Variable
- Audience: All OFDA Staff (only OFDA employees are eligible)

RELC106 DART-RMT TRAINING

Description: The purpose of this mandatory course for all OFDA staff is to train participants to perform effectively as DART or RMT members or in support of a DART. Includes DART and RMT structure and functions, administration, tools and resources, planning and reporting, communications, logistics, and working with partners.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC105 Disaster Declaration Basics
- Training Type: Classroom
- Duration: 28 hours
- Audience: All OFDA, OTI and FFP staff (only OFDA, OTI and FFP employees are eligible)

RELC107 INTRODUCTION TO ASSESSMENT - OFDA

Description: The purpose of this course is to provide participants with the skills and knowledge to participate in field assessments, use assessment data to review and manage programs and proposals, evaluate the quality and appropriateness of proposed disaster responses, and collect and report assessment information. Topics

covered in this course include: water/sanitation, nutrition, health, agriculture and food security, shelter, logistics and distribution, information reporting; and protection.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC106 DART/RMT Training
- Training Type: Workshop
- Duration: 1 week
- Audience: All OFDA Staff (only OFDA employees are eligible)

RELC108 OTI OPERATIONS OVERVIEW

Description: This mandatory course for all OTI staff is designed to give employees familiarity with OTI principles, regulations and processes. Information for getting agency accesses, i.e. computer access, government credit card, diplomatic passport, transit benefit. Also includes tour of the RRB and internal OTI office.

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: 4 hours
- Audience: OTI Staff (only OTI employees are eligible)

RELC109 INTRODUCTION TO CONFLICT MAINSTREAMING

Description: This course provides a preliminary introduction to the concepts behind the Conflict Assessment Framework (CAF).

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 2 days
- Audience: All USAID Staff

RELC110 INTRODUCTION TO THE CONFLICT ASSESSMENT FRAMEWORK (CAF)

Description: This pilot course will sensitize USAID (and other) staff to a range of conflict-related topics from the Conflict Assessment Framework to counter-terrorism. It focuses to a large extent on the latest thinking and developments around conflict, to include programming options in insecure environments. The training is participative and will include case study and best practice reviews drawn from existing USAID programs around the world. Sessions will include a look at applying the conflict lens in programming, counter-terrorism and development and discussions of the drivers of conflict.

- Prerequisite: Introduction to Conflict Mainstreaming
- Training Type: Workshop
- Duration: 2 days

- Audience: All USAID Staff



RELC111 OVERVIEW OF RECONSTRUCTION AND STABILIZATION SECTORS

Description: This course provides participants with knowledge of the key technical sectors in R&S (security, justice and reconciliation, economic stability and infrastructure, humanitarian assistance and social well-being, and governance and participation) and the potential interplay among them in reconstruction, stabilization and conflict transformation situations. This course uses scenarios to emphasize how to adapt technical skills to R&S environments and consider tradeoffs that may be necessary among technical areas for more effective overall country-level results. This course will equip participants with knowledge needed to work across sectors, as well as across interagency and international boundaries, for more effective solutions to the challenges in R&S. For further information please visit <http://www.crs.state.gov>. FSI Course # 565

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1 day
- Audience: Interagency Partners, including USAID Staff

RELC201 CBRNE AWARENESS

Description: This course familiarizes participants with the unique health and safety hazards of responding to a disaster in an environment with potential chemical, biological, radiation, nuclear, or explosive contaminants. Also addresses responder safety and personal protection gear. Note: This course is Mandatory to meet State personal security required training equivalency.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC106 DART/RMT Training
- Training Type: Classroom
- Duration: 7 hours
- Audience: All OFDA, OTI and FFP staff (only OFDA, OTI and FFP employees are eligible)

RELC202 INTRODUCTION TO COMMUNICATIONS AND FIELD EQUIPMENT

Description: This course familiarizes participants with field communications systems, the role of communications in safety and security, and field communications equipment, including VHF/UHF and HF radios, satellite phones, global positioning systems, laptops, and digital imaging. Note: This course is Mandatory to meet State personal security required training equivalency.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC106 DART/RMT Training
- Training Type: Classroom
- Duration: 14 hours
- Audience: All OFDA, OTI and FFP staff (only OFDA, OTI and FFP employees are eligible)

RELC203 LANDMINE AWARENESS

Description: This course familiarizes participants with landmine and unexploded ordnance hazards in preparation for safe deployment overseas. Covers mine types, effects, and placement; improvised explosive devices (IEDs); and minefield indicators and extraction hazards. Note: This course is Mandatory to meet State personal security required training equivalency.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC106 DART/RMT Training
- Training Type: Hybrid (Classroom and field)
- Duration: 7 hours
- Audience: All OFDA, OTI and FFP staff (only OFDA, OTI and FFP employees are eligible)



RELC204 INTERAGENCY RECONSTRUCTION & STABILIZATION (R&S) RESPONSE OPERATIONS

Description: This course is designed for interagency partners to effectively collaborate in planning and managing complex USG response operations. Participants will implement the concepts, tools and currently-evolving doctrine for USG reconstruction, stabilization and conflict transformation. The course will cover relevant mechanisms and processes required to deploy civilians to respond in conflict situations. It will also focus on concepts and processes related to communication, decision-making, effective team work and joint operations among interagency partners. For further information please visit <http://www.crs.state.gov>. FSI Course # PD560

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 Days
- Audience: Interagency Partners, including USAID Staff



RELC205 COORDINATION FOR CONFLICT AND INSTABILITY: S/CRS AND INTERAGENCY RESPONSE

Description: The course is designed to review the rationale, history, mission and goals behind recent initiatives to improve USG involvement in failed and failing states, provide an overview of the dynamics of conflict and instability, and explain the roles and tools applicable to collaboration among USG agencies and other relevant organizations in reconstruction and stabilization (R&S) activities and instability. For further information please visit <http://www.crs.state.gov>. FSI Course # PD561

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1 day
- Audience: Civilian and military staff of federal agencies at all levels, including Foreign Service and Civil Service employees of the Department of State, S/CRS, USAID, Dept of Defense, Dept of

Treasury and other select agency personnel who will organize, support or otherwise participate in stabilization and reconstruction activities. This introductory course is designed for both Washington staff and personnel who could potentially be deployed to operations abroad. Note: Final approval of each individual's request for course participation will be made by S/CRS.



RELC206 INTERAGENCY PLANNING FOR CONFLICT TRANSFORMATION

Description: This one-day overview course is the second in a series offered in cooperation with the Office of the Coordinator for Reconstruction and Stabilization (S/CRS). The success of the USG's conflict stabilization and transformation efforts will depend heavily upon the ability to plan early and develop an integrated, interagency approach to deal with the interdependent civilian and military responsibilities on the ground. The purpose of this course is to get a broad understanding of the planning framework developed by S/CRS, related tools, and the role of the framework in fostering an integrated approach to future conflict transformation efforts. The framework enables USG civilian agency planners to identify and gain policy-level approval for the overarching policy goal, achievable major mission elements, and the essential tasks of an integrated USG response. The process coordinates a resource strategy to achieve the mission goal, identifies lead agencies responsible for essential tasks, and incorporates a structure for metrics and evaluation. For further information please visit <http://www.crs.state.gov>. FSI Course # PD562

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 1 day
- Audience: Civilian and military staff of federal agencies at all levels, including Foreign Service and Civil Service employees of the Department of State, S/CRS, USAID, Dept of Defense, Dept of Treasury and other select agency personnel who will organize, support or otherwise participate in stabilization and reconstruction activities. This introductory course is designed for both Washington staff and personnel who could potentially be deployed to operations abroad. Prior attendance at PD561 Coordination for Conflict & Instability: S/CRS & Interagency Response or equivalent experience is recommended.

RELC207 FIELD TEAM MANAGEMENT

Description: The purpose of this course is to train effective DART, assessment, or other field team leaders and team members in strategic planning for the team, information management, administration, financial management, safety and security, leadership skills, logistics, program transition, media management, and closeout.

- Prerequisite(s): RELC102 Orientation to OFDA and RELC106 DART/RMT Training
- Training Type: Workshop
- Duration: 1 week

- Audience: All OFDA staff (only OFDA employees are eligible)

RELC208 PROTECTION IN HUMANITARIAN ASSISTANCE

Description: This course is mandatory for all OFDA staff deploying as part of an OFDA field team. The purpose of this course is to provide skills and knowledge on protection of beneficiary rights for staff charged with conducting assessments, designing or approving programs, and making grants for disaster relief and mitigation. Using a mix of highly interactive learning tools and presentations, this course combines awareness-raising with skill development.

- Prerequisite(s): RELC102 Orientation to OFDA
- Training Type: Workshop
- Duration: 2 days
- Audience: All USAID employees



RELC209 INTERNATIONAL CONFLICT WORKSHOP: PREVENTION TO INTERVENTION

Description: This seminar and workshop uses case studies, simulations and other interactive methods and tools available to U.S. officials to analyze, prevent, resolve, and manage a wide range of international conflict situations from preventative diplomacy to crisis management to peace operations. FSI Course # PP519

- Prerequisite(s): None
- Training Type: Hybrid
- Duration: 4 days
- Audience: Foreign Service Officers, Civil Service employees, and national security personnel of the Department of State, AID, DoD and other national agencies whose work may include responsibility for difficult international conflict situations affecting U.S. interests.



RELC210 INTERNATIONAL TERRORISM: UNDERSTANDING THE THREAT AND FORMULATING THE RESPONSE

Description: This seminar is designed for officers from the Department of State and other agencies with an interest in international terrorism and its impact on U.S. foreign policy. Through the use of experienced speakers, both government and non-government, the course will explore practical ways national security policy makers and officers going to the field can counter the threat of international terrorism. The course and material will focus on both the theoretical (e.g., understanding the causes of terrorism and the mind and the motivation of the terrorists) and the operational (e.g., building coalitions, enhancing national and international cooperation and controlling the flow of finances across international borders). FSI Course # PP521

- Prerequisite(s): None
- Training Type: Seminar
- Duration: 3 days
- Audience: Foreign Service Officers, Civil Service employees, and national security personnel of the Department of State, AID, DoD and other agencies whose work may include responsibility for countering international terrorism.



RELC211 LEADING AND MANAGING INTERAGENCY COORDINATION FOR RECONSTRUCTION AND STABILIZATION

Description: This course is designed to strengthen skills of participants in more effectively coordinating and managing interagency reconstruction, stabilization and conflict transformation efforts. The course will address issues of organizational communication and culture. For further information please visit

<http://www.crs.state.gov>. FSI Course # PD564

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 days
- Audience: Interagency Partners, including USAID Staff



RELC212 TOOLS FOR EARLY WARNING AND CONFLICT ASSESSMENT

Description: This course is designed to introduce participants to the concepts, methodologies and tools used to identify countries at risk of instability, conflict, or state failure and the criteria for moving from assessment to response. For further information please visit <http://www.crs.state.gov>. FSI Course # PD567

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 days
- Audience: Interagency Partners, including USAID Staff

RELC301 FOOD AID MANAGERS COURSE (FAMC)

Description: Pending

- Prerequisite(s): None
- Training Type: Workshop
- Duration: 1 week
- Audience: FFP officers, PVOs, Embassy staff

RELC302 CRISIS & RECOVERY RESPONSE SKILLS TRAINING

Description: This mandatory course for BS 76 NEPs offers participants an increased understanding of the key issues that impede economic stability and political transition in crisis and recovery settings and the range of resources (intra- and interagency) and technical solutions that may be accessed and applied in such situations. Through the use of participatory learning methods including case studies and small group activities/exercises, the course will offer officers from these diverse backgrounds the opportunity to consider the potential for and challenges to improving program coordination and integration in their jobs.

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 weeks
- Audience: Junior to Mid-level staff and priority will be given to Backstop 76 Officers (Crisis, Stabilization & Governance Officers) and other Agency staff who are currently working in, preparing for assignment to, or backstopping countries that are categorized as difficult environments



RELC303 LEADING INTEGRATED PLANNING FOR CONFLICT TRANSFORMATION

Description: S/CRS and FSI offer this two-day course designed to prepare leaders of interagency conflict transformation planning to develop integrated plans. Participants will learn and practice an interagency planning process for reconstruction, stabilization, and conflict transformation that S/CRS has developed and that the USG is using as a framework for integrated civilian and military planning. The course will also cover relevant organizational culture and communication issues. Participants will practice collaborative approaches for integrating the various interagency actors and establishing roles and responsibilities. They will learn to use planning processes and tools designed to provide policy-makers with a clear and focused conflict transformation plan that includes all USG agencies and can, as needed, be expanded to include international and non-governmental partners. For further information please visit <http://www.crs.state.gov>. FSI Course # 563

- Prerequisite(s): Prior completion of RELC204 Interagency Reconstruction and Stabilization Response Operations (PD560), RELC205 Coordination for Conflict and Instability (PD 561), and RELC206 Interagency Planning for Conflict Transformation (PD 562), and or equivalent experience is expected
- Training Type: Classroom
- Duration: 2 days
- Audience: Interagency collaborators, including S/CRS staff and sub-PCC members, who represent the cross-section of agencies and technical sectors likely to participate in R&S response activities, and supervisors of individuals likely to participate in R&S response activities



RELC304 R&S RESPONSE TEAM LEADERSHIP AND MANAGEMENT

Description: This course is designed to prepare staff selected by S/CRS to lead response teams, either in Washington or in countries where teams are deployed. Participants will review the responsibilities of a team leader related to interagency coordination, planning, staffing, operations, communications, collaboration with local government and other key responsibilities. For further information please visit

<http://www.crs.state.gov>. FSI Course # PD569

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 days
- Audience: Response Team Leaders



RELC305 RESOURCE MANAGEMENT IN AN R&S ENVIRONMENT

Description: This course is intended to assist leaders of the integrated planning process and response teams to understand the variety of financial, human, material and other resources that apply in an R&S operation. Focus will be on management of the relevant resources, applicable authorities and regulations, and methods to use them for reconstruction and stabilization operations. For further information please visit

<http://www.crs.state.gov>. FSI Course # 566

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 2 days
- Audience: Inter-agency Partners, including USAID Staff



RELC306 PRE-DEPLOYMENT MISSION READINESS

Description: This course is intended for people selected by S/CRS to participate in response teams that are scheduled to deploy in a specific situation. Participants will review basic roles, responsibilities, structures, communications, security requirements, authorities and tools guiding the team. For further information please visit <http://www.crs.state.gov>. FSI Course # 568

- Prerequisite(s): None
- Training Type: Classroom
- Duration: 3 days
- Audience: Interagency partners, including USAID Staff

FURTHER REFERENCE

ANNEX A:

COURSES BY LEVEL

100s (Fundamental):

FOUND101	New Employee Orientation (Online)
FOUND102	New Employee Orientation (NEO) to USAID
FOUND103	New Entry Professionals
FOUND104	Inclusive Development
FOUND105	Working Across Cultures
FOUND106	Working in an Embassy
FOUND107	Security Overseas Seminar (SOS)
FOUND108	Intelligence and Foreign Policy
FOUND109	Political-Military Affairs
FOUND110	An Overview of the U.S. Constitution
FOUND111	Operational Plan Guidance Training
ADC101	Basic Administrative Management
ADC102	General Services Operations
ADC103	Cable Basics–OFDA
ADC104	GSO Course with 3 Modules: Non-Expendable
ADC105	Security Overseas Seminar-Youth (MQ 911)
AQAC101	Assistance
AQAC102	Providing Effective Business Leadership within the Federal Government (CON 100)
AQAC103	Acquisition Management for CTOs
AQAC104	Assistance Management for CTOs
AQAC105	Simplified Acquisition Procedures
AQAC106	Competition in Contracting Act (CICA) and the Role of Competition in USAID
AQAC107	E ² Solutions - Travel Preparer
AQAC108	E ² Solutions - Travel Approver
DGOVC101	Democracy & Governance Fundamentals Training
DGOVC102	Orientation to DG Fundamentals
DGOVC103	DG Training for New Entry Professionals
EGC101	Economic Growth – Overview
EGC102	Infrastructure Principles & Practices
EGC103	Development and Cities (Urban 101)
EGC104	Agriculture, Environment and NRM Overview (AENRM)
FBC101	Financial Management Overview
FBC102	Phoenix 6.0 Online Overview
FBC103	Phoenix 6.0 Overview
FBC104	Phoenix Accounts Payable
FBC105	Phoenix Accruals
HPOPC101	GH Bureau of Office Orientation (A Taste of GH)
HPOPC102	Health Systems Course
HRC101	What Is Emotional Intelligence
HRC102	Achieving Success with the Help of a Mentor
HRC103	Communicate for Results

HRC104	Building Effective Interfunctional Relationships
HRC105	Developing Fundamental Critical Thinking Skills
HRC106	Conflicts of Interest
HRC107	Foundations of Effective Thinking
HRC108	What is Sexual Harassment?
LGC101	New Intern Training
LGC102	Ethics Training
LGC103	New Lawyers Training (In-House)
LPAC101	Development Outreach and Communications Training
PGC101	Planning, Achieving and Learning (PAL)
PGC102	Global Development Alliance (GDA)
RELC101	OFDA New Employee Briefing
RELC102	Orientation to OFDA
RELC103	OTI Field Orientation
RELC104	FFP Introductory Course
RELC105	Disaster Declaration Basics
RELC106	DART-RMT Training
RELC107	Introduction to Assessment - OFDA
RELC108	OTI Operations Overview
RELC109	Introduction to Conflict Mainstreaming
RELC110	Introduction to the Conflict Assessment Framework (CAF)
RELC111	Overview of Reconstruction and Stabilization Sectors

200s (Intermediate):

ADC201	Overseas Administrative Management
ADC202	Working with ICASS
AQAC201	Mission Support Planning (CON 110)
AQAC202	Mission Strategy Executive (CON 111)
AQAC203	Mission Performance Assessment (CON 112)
AQAC204	Mission Focused Contracting (CON 120)
AQAC205	Personal Services Contractor (PSC) Seminar
AQAC206	Acquisition and Assistance (A&A) for CTO Supervisors
AQAC207	Construction Contracting (CON 244)
AQAC208	Advanced Simplified Acquisition Procedures
EGC201	Human and Institutional Capacity Development Overview
EGC202	USAID Environmental Officers Training Workshop
FBC201	Phoenix General Ledger
FBC202	Phoenix Accounts Receivable
FBC203	NMS Financial Management System, NMS Modifications
FBC204	New Management Systems (NMS) Financial Management, Deobligations
FBC205	New Management Systems (NMS) Financial Management, Incremental Funding
HPOPC201	Leadership Program—Global Health
HPOPC202	HIV/AIDS Technical Knowledge
HPOPC203	State of the Art Workshops (SOTAs)/Consultative
HPOPC204	Cross-Sectoral Technical Training
HRC201	Rules & Tools of Federal Supervision
HRC202	Competencies for Tomorrow's Managers
HRC203	HR Management Workshop
HRC204	Supervision Seminar
HRC205	Emerging Leaders Program (ELP)

HRC206	Leadership Program (LP)
LGC201	Contracting Law Course, Army JAG
LGC202	Federal Appropriation Law
PGC201	Knowledge Coordination
PGC202	Project Design Management (PDM)
RELC201	CBRNE Awareness
RELC202	Introduction to Communications and Field Equipment
RELC203	Landmine Awareness
RELC204	Interagency Reconstruction & Stabilization (R&S) Response Operations
RELC205	Coordination for Conflict and Instability
RELC206	Interagency Planning for Conflict Transformation
RELC207	Field Team Management
RELC208	Protection in Humanitarian Assistance
RELC209	International Conflict Workshop: Prevention to Intervention
RELC210	International Terrorism: Understanding the Threat and Formulating the Response
RELC211	Leading & Managing Interagency Coordination for Reconstruction & Stabilization
RELC212	Tools for Early Warning and Conflict Assessment

300s (Advanced or Specialized):

ADC301	Security Overseas Seminar (SOS), Advanced
ADC302	Advanced FSN Transportation Workshop
AQAC301	Acquisition and Assistance (A&A) for Senior Managers
AQAC302	Advanced Solutions for Mission Support (CON 353)
DGOVC301	DG Current and Advanced Issues
EGC301	Agriculture, Environment and NRM Advanced Modules
EGC302	Economic Policy & Institutions: Macroeconomic Policy and Trade
EGC303	Development Credit Authority Workshop
EGC304	Financial Sector Reform (FSR) In-Depth
EGC305	Commercial, Legal, and Institutional Reform (CLIR) In-Dept
EGC306	International Trade In-Depth
EGC307	Macroeconomic Policy and Institutional Strengthening In-Depth
EGC308	Enterprise Development
EGC309	Investment
EGC310	Economic Governance in Post-Conflict and Post-Crisis Situations
EGC311	Economic and Commercial Studies
EGC312	Trade Agreement Implementation
EGC313	Economic Issues
HRC301	Senior Executive Seminar
HRC302	Senior Executive Threshold Seminar (SETS)
PGC301	Performance Monitoring/Management Program (PMP)
PGC302	Certificate Evaluation Training Course
RELC301	Food Aid Manager's Course (FAMC)
RELC302	Crisis & Recovery Response Skills Training
RELC303	Leading Integrated Planning for Conflict Transformation
RELC304	R&S Response Team Leadership and Management
RELC305	Resource Management in an R&S Environment
RELC306	Pre-Deployment Mission Readiness

ANNEX B:

CROSSLISTED COURSES

CROSSLISTING FORMAT:

(listed alphabetically according to title)

- Course Title, *SEE [CATEGORY1], [CATEGORY2] & [CATEGORY3]*

Refer to the last category after “SEE” for the full course description

- An Overview of the U.S. Constitution, *LGC & FOUND*
- Building Effective Interfunctional Relationships, *AQAC & HRC*
- Commercial, Legal, and Institutional Reform (CLIR) In-Depth, *LPAC & EGC*
- Communicate For Results, *AQAC & HRC*
- Conflicts of Interest, *FOUND, HRC & PGC*
- Democracy & Governance Fundamentals Training, *FOUND & DGOVC*
- Developing Fundamental Critical Thinking Skills, *FOUND, HRC & PGC*
- Economic Governance in Post-Conflict and Post-Crisis Situations, *RELC & EGC*
- Foundations of Effective Thinking, *FOUND, HRC & PGC*
- Inclusive Development, *HRC & FOUND*
- Intelligence and Foreign Policy, *DGOVC & FOUND*
- Introduction to Assessment—OFDA, *PGC & RELC*
- Leadership Development Program-Global Health, *HRC & HPOPC*
- Operational Plan Guidance Training, *FOUND, HRC & PGC*
- Planning Achieving and Learning (PAL), *FOUND & PGC*
- Political and Military Affairs, *DGOVC & FOUND*
- Program Project Management (PPM), *FOUND & PGC*
- Rules & Tools of Federal Supervision, *FOUND & HRC*
- Security Overseas Seminar (SOS), *ADC & FOUND*
- USAID Environmental Officers Training Workshop, *PGC & EGC*
- What is Emotional Intelligence, *FOUND & PGC*

ANNEX C:

INTERAGENCY COURSES (DAU, FEI, AND FSI)



Defense Acquisition University of the Department of Defense



- AQAC102 Providing Effective Business Leadership within the Federal Government (CON 100)
- AQAC201 Mission Support Planning (CON 110)
- AQAC202 Mission Strategy Executive (CON 111)
- AQAC203 Mission Performance Assessment (CON 112)
- AQAC204 Mission Focused Contracting (CON 120)
- AQAC207 Construction Contracting (CON 244)
- AQAC302 Advanced Solutions for Mission Support (CON 353)



Federal Executive Institute



- HRC205 Emerging Leaders Program (ELP)
- HRC206 Leadership Program (LP)
- HRC301 Senior Executive Seminar



Foreign Service Institute of the Department of State



- FOUND106 Working in an Embassy
- FOUND107 Security Overseas Seminar (SOS)
- FOUND108 Intelligence and Foreign Policy
- FOUND109 Political-Military Affairs
- ADC101 Basic Administrative Management
- ADC102 General Services Operations
- ADC105 Security Overseas Seminar-Youth (MQ 911)
- ADC201 Overseas Administrative Management
- ADC202 Working with ICASS
- ADC301 Security Overseas Seminar (SOS), Advanced
- ADC302 Advanced FSN Transportation Workshop
- EGC311 Economic and Commercial Studies
- EGC312 Trade Agreement Implementation
- EGC313 Economic Issues

- HRLANG Language Training
- HRC302 Senior Executive Threshold Seminar (SETS)
- RELC111 Overview of Reconstruction and Stabilization Sectors
- RELC204 Interagency Reconstruction & Stabilization (R&S) Response Operations
- RELC205 Coordination for Conflict and Instability: S/CRS and Interagency Response
- RELC206 Interagency Planning for Conflict Transformation
- RELC209 International Conflict Workshop: Prevention to Intervention
- RELC210 International Terrorism: Understanding the Threat and Formulating the Response
- RELC211 Leading and Managing Interagency Coordination for Reconstruction and Stabilization
- RELC212 Tools for Early Warning and Conflict Assessment
- RELC303 Leading Integrated Planning for Conflict Transformation
- RELC304 R&S Response Team Leadership and Management
- RELC305 Resource Management in an R&S Environment
- RELC306 Pre-Deployment Mission Readiness