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DEFENSE MANAGEMENT EDUCATION AND TRAINING

CATALOG

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THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON D C 20301 4000

FORCE MANAGEMENT
AND PERSONNEL

25 JUL 1991

FOREWORD

This catalog is issued under the authority of DoD Directive 5010.16, "Defense Management Education and Training (DMET) Program," July 28, 1972. Its purpose is to provide guidance on the policies and procedures of the DMET program and its schools. It also includes descriptions of the courses offered by the 18 primarily Military Service-operated schools.

This catalog applies to the Office of the Secretary of Defense (OSD) and activities administratively supported by OSD, the Military Departments, the Organization of the Joint Chiefs of Staff, The Unified and Specified Commands, and the Defense Agencies (hereafter called "DoD Components"). This catalog is effective immediately, and is mandatory for use by all DoD Components.

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Nicolai Timenes, Jr.
Acting Deputy Assistant Secretary
(Military Manpower & Personnel Policy)

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GLOSSARY

SYMBOL	DEFINITION
AAP	Army Ammunition Plant
ACCP	Army Correspondence Course Program
ACDUTRA	Active Duty for Training
ACE	American Council on Education
ACO	Administrative Contracting Officer
ADP	Automatic Data Processing
ADPE	Automatic Data Processing Equipment
AF	Air Force
AFALC	Air Force Acquisition Logistics Center
AFB	Air Force Base
AFIT	Air Force Institute of Technology
AFIT/LS	Air Force Institute of Technology School of Systems and Logistics
AFIT/LSA	Air Force Institute of Technology School of Systems and Logistics, Student Operations
AFLC	Air Force Logistics Center
AFPRO	Air Force Plant Representative Office
AFR	Air Force Regulation
AFSC	Air Force System Command
AIS	Automated Information Systems
AISSC	Advanced Industrial Security Specialist Course
ALC	Air Logistics Center
ALEDC	Associate Logistics Executive Development Course
ALGOL	Algorithmic Language
ALMC	U.S. Army Logistics Management College
AMC	Army Materiel Command
AMCCOM	Armament, Munitions, and Chemical Command
AMEC	U.S. Army Management Engineering College
AMOCAT	Ammunition Catalog
AMP	Army Materiel Plan
AMT	Army Modernization Training
AMTAS	Army Modernization Training Automation System
ANOM	Analysis of Means
ANS	American National Standard
AOCI	Accredited Off-Campus Instruction
APG	Aberdeen Proving Ground
APT	Automatically Programed Tools
AR	Army
ARPRO	Army Plant Representative Office
ASC (MRA&L)	Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)
ASDA	Army Supply Distribution Activity

SYMBOL	DEFINITION
ASI	Additional Skill Identifier
ATC	Air Training Command
ATERS	Army Training Requirements and Resourses System
AUCPD	Air University Center for Professional Development
BARCIS	Bar Code Inventory System
BCO	Base Contracting Officer
BDAC	Basics of Defense Acquisition Course
BEQ	Bachelor Enlisted Quarters
BISSC	Basic Industrial Security Specialist Course
BOIP	Basic of Issue Plan
BOIPFD	Basic of Issue Plan Feeder Data
BOQ	Bachelor Officers' Quarters
BWI	Baltimore-Washington International Airport
BX	Base Exchange
CA	Commercial Activities
CAAS	Commercial Activity Automated System
CAD	Computer-Aided Design
CADCAM	Computer Interactive Graphics
CAF	Central Adjudication Facility
CAI	Computer-Aided Instructor
CAIRA	Chemical Accident/Incident Response and Assistance
CALS	Computer-Aided Logistics Support
CAM	Computer-Aided Manufacturing
CAO	Contract Administration Office
CAS	Contract Administration Services/Cost Accounting Standards
CATS	Computer-Aided Time Standards
CCPO	Consolidated Civilian Personnel Office
CCSS	Commodity Command Standard System
CDRL	Contract Data Requirements Lists
CERL	Construction Engineering Research Lab
CFPMC	Contract Finance for Program Managers Course
CFR	Code of Federal Regulations
CGSOC	Command and General Staff Officer Course
CIM	Computer-Integrated Manufacturing
CM	Configuration Management
CMPMC	Contract Management for Program Managers Course
CNC	Computer Numerical Control
CNET	Chief of Naval Education and Training

SYMBOL	DEFINITION
CNTECHTRA	Chief of Naval Technical Training
CO	Contracting Officer
COBOL	Common Business Oriented Language
COINS	Community On-Line Intelligence System
COMSEC	Communication Security
CONUS	Continental United States
COR	Contracting Officer's Representative/Correspondence/Course
COTR	Contracting Officer's Technical Representative
CPL	Certified Professional Logistician
CPM	Critical Paph Method
CPMC	Contractor Performance Measurement Course
CPO	Chief Petty Officer
CPR	Cost Performance Reports/Cardio-Pulmonary Resuscitation
CPRP	Chemical Personnel Reliability Program
CRAC	Course Resources Acquisition Course
CRMP	Computer Resources Management Plan
CRWG	Computer Resources Working Groups
CSC	Convention for Safety Containers
CSITP	Combined Strategic Intelligence Training Program
C/SCSC	Cost/Schedule Control Systems Criteria
CSM	Chemical Surety Materiel
C/SSR	Cost/Schedule Status Report
DA	Department of the Army
DARCOM	U.S. Army Material Development and Readiness Command
DCADMO	Defense Computer-Aided Design and Manufacturing Orientation
DCAS	Defense Contract Administration Services
DCMAO	Defense Contract Management Area Operations
DCMR	Defense Contract Management Region
DCPSO	DLA Civilian Personnel Service Support Office
DEH	Directorate of Engineering and Housing
DESCOM	Depot System Command
DFARS	DoD Federal Acquisition Regulation Supplement
DGSC	Defense General Supply Center
DIAC	Defense Intelligence Analysis Center
DIAOLS	Defense Intelligence Agency On-Line System
DIC	Document Identifier Code
DIO	Directorate of Industrial Operations
DIPEC	Defense Industrial Plant Equipment Center
DIS	Defense Investigative Service

SYMBOL	DEFINITION
DISAM	Defense Institute of Security Assistance Management
DISP	Defense Industrial Security Program
DLA	Defense Logistics Agency
DLSIE	Defense Logistics Studies Information Exchange
DMET	Defense Management Education Training
DMM	Director of Materiel Maintenance
DMWR	Depot Maintenance Work Requirements
DNA	Defense Nuclear Agency
DoD	Department of Defense
DOLAAD	Department of Defense Activity Address Directory
DODD	Department of Defense Directive
DODSI	Department of Defense Security Institute
DOE	Department of Energy
DOIS	Director Industrial Security
DOL	Directorate of Logistics
DOS	Disk Operating System
DOT	Department of Transportation
DPAS	Defense Priorities and Allocations Systems
DRIS	Defense Regional Interservice Support
DRMC	Defense Resources Management Course
DRMEC	Defense Resources Management Education Center
DRMO	Defense Reutilization and Marketing Office
DRMR	Defense Reutilization and Marketing Region
DRMS	Defense Reutilization and Marketing Service
DRRB	Data Requirements Review Board
DRS	Deficiency Reporting System
DSAA	Defense Security Assistance Agency
DSACS	Defense Standard Ammunition Computer System
DSMC	Defense Systems Management College
DWMS	Defense Work Methods and Standards
DWMSTD	Defense Work Measurement Standard Time Data
DWMSTDP	Defense Work Measurement Standard Time Data Program
E&T	Education and Training
EAA	Economic Analysis Application
EAC	Estimates at Completion
EAD	Extended Active Duty
EADM	Economic Analysis for Decision Making
EAF	Economic Analysis Fundamentals
ECI	Extension Course Institute
ECL	English Comprehensive Level
ECP	Engineering Change Proposals
EDMO	Engineering Data Management Officer

SYMBOL	DEFINITION
EM	Enlisted Military
EOD	Explosive Ordnance Disposal
EOQ	Economic Order Quantity
EPA	Environmental Protection Agency
EPS	Engineered Performance Standards
ER	Efficient Review
ERMD	Engineer Resources Management Division
ES	Expert Systems
ESD	Electrostatic Discharge
ESDS	Electrostatic Discharge Sensitive
ESS	Explosive Safety Standards
FAR	Federal Acquisition Regulation
FD	Functional Description
FE	Facilities Engineering
FEMA	Federal Emergency Management Agency
FESS	Facilities Engineering Supply System
FI	Force Integration
FIT	Florida Institute of Technology
FLOC	Fort Lee Officers' Club
FM	Field Manual
FMECA	Failure Modes, Effects, and Criticality Analysis
FMS	Foreign Military Sales
FMTAG	Foreign Military Training Affairs Group
FORSCOM	U.S. Army Forces Command
FORTRAN	Formula Translation
FSAMC	Fundamentals of Systems Acquisition Management Course
FTO	Foreign Training Officer
FY	Fiscal Year
G&A	General and Administrative
GOCO	Government-owned/Contractor-operated
GRE	Graduate Record Examination
GST	General Systems Theory
HM/HW	Hazardous Material/Hazardous Waste
HUMINT	Human Intelligence
IATA	International Air Transport Association
IC	Internal Control
ICAO	International Civil Aviation Organization
ICDP	Intelligence Career Development Plan
ICP	Inventory Control Point
IDMS	Integrated Disposal Management System
IDP	Individual Development Plan
IE	Information Engineering

SYMBOL	DEFINITION
IIMS	Installation Equipment Management System
IFS	Integrated Facilities System
IG	Inspector General
ILS	Integrated Logistics Support
IM	Information Management
IMET	International Military Education and Training
IMO	International Maritime Association
IPD	Institute for Professional Development
IPP	Individual Performance Plan
IPRR	Initial Production Readiness Review
IR&D, B&P	Independent Research and Development/Bid and Proposal
IRF	Initial Response Force
IRM	Information Resources Management
IRMC	Information Resources Management College
ISA	Installation Supply Activity
ISM	Industrial Security Manual
ISP	Information Systems Planning
ISRep	Industrial Security Specialist Course
ISSC	Industrial Security Specialist Course
JCL	Job Control Language
JT	Joint Course
JTR	Joint Travel Regulation
KAPP	Key Assets Protection Program
LAO	Logistics Assistance Offices
LARS	Logistics Assistance Representatives
LC	Learning Center
LCC	Life Cycle Costing
LCM	Life Cycle Management
LEDC	Logistics Executive Development Course
LOGAM	Logistics Cost Analysis Model
LRC	Learning Resource Center
LSA	Logistics Support Analysis
LSAM	Logistics Support Analysis Modeling
LSAR	Logistics Support Analysis Record
MAAG	Military Assistance Advisory Group
MACOM	Major Army Command
MAISRC	Major AIS Review Committee
MAJCOM	Major Command
MALC	Management of Acquisition Logistics Center
MAM	Materiel Acquisition Management
MAP	Military Assistance Program
MAPAD	Military Assistance Program Address Directory
MARC	Manpower Requirements Criteria

SYMBOL	DEFINITION
MAT	Miller Analogies Test
MC	Management Code
MCCR	Mission Critical Computer Resources
MCE	Maximum Credible Events
MCM	Materiel Change Management
MCS	Major Subordinate Command
MDACC	Management of Defense Acquisition Contracts Course
MEO	Most Efficient Organization
MICOM	Missile Command
MICR	Materiel Change Information Report
MILGP	Military Group
MILSTAMP	Military Standard Transportation and Movement Procedures
MILSTD	Military Standard
MILSTRIP	Military Standard Requisition and Issue Procedure
MITP	Master Intern Training Plan
MJS	Military Judges Seminar
MMC	Materiel Management Centers
MNS	Mission Need Statement
MOC	Management of Change
MOD	Modernization
MOS	Military Occupational Specialty
MP	Military Police
MPMC	Multinational Program Management Course
MS-3	Manpower Staffing Standards System
MS-DOS	Microsoft Disk Operating System
MSSI	Master of Science of Strategic Intelligence
MTM	Methods Time Measurement
MTMC	Military Traffic Management Command
MTT	Mobil Training Team
NADIBO	North American Defense Industrial Base Organization
NAF	Non Appropriated Fund
NAFP&C	Non Appropriated Fund Purchasing and Contract Course
NAIRA	Nuclear Accident/Incident Response and Assistance
NAS	Naval Air Station
NATO	North Atlantic Treaty Organization
NAVSEA	Naval Sea Systems Command
NAVPRO	Navy Procurement Office
NAVSUPINST	Naval Supply Instruction
NC	Numerical Control
NCMA	National Contract Management Association
NCO	Noncommissioned Officer
NDT	Nondestructed Testing

SYMBOL	DEFINITION
NDU	National Defense University
NEPA	National Environmental Protection Act
NET	New Equipment Training
NGB	National Guard Bureau
NLT	Not Later Than
NSIP	National Senior Intelligence Program
NSM	National Security Management
NTMS	Naval Transportation Military School
NV	Navy
OAS	Office of Assistant Secretary
OASD	Office of the Assistant Secretary of Defense
ODC	Office of Defense Corporation
ODCSLOG	Office Depot Chief Staff Log
OER	Organizational Efficiency Review
OERP	Organizational Efficiency Review Program
OJT	On-the-Job Training
OOD	Object-oriented Design
OPM	Office of Personnel Management
OPMS	Officer Personnel Management System
OPSEC	Operations Security
ORSA	Operations Research Systems Analysis
OSAMM	Optimum Supply and Maintenance Model
OSD	Office of the Secretary of Defense
PPI	Preplanned Product Improvements
PAVE	Principles and Applications of Value Engineering
PC	Personal Computer
PCE	Professional Continuing Education
PCO	Procurement Contracting Officer
PCS	Permanent Change of Station
PDL	Permanent Duty Location
PEP	Producibility, Engineering, and Planning
PGIP	Postgraduate Intelligence Program
PGS	Productivity Gain Sharing
PIP	Product Improvement Proposal
PLEX	Procedural Language Extension
PM	Program Manager
PMB	Performance Measurement Baseline
PMBC	Program Managers Briefing Course
PMC	Program Management Course
PMCC	Professional Military Comptroller Course
PMS	Pipeline Management System
POI	Program of Instruction

SYMBOL	DEFINITION
POM	Program Objective Memorandum
POV	Privately-Owned Vehicle
PPI	Preplanned Product Improvement
PPS	Proposal Pricing System
PQ	Productivity and Quality
PQA	Procurement Quality Assurance
PQM	Product Quality Management
PRP	Personnel Reliability Program
PRR	Production Readiness Review
PSSP	Personnel Security and Surety Program
PWS	Performance Work Statement
PX	Post Exchange
QA	Quality Assurance
QAE	Quality Assurance Evaluations
QASAS	Quality Assurance Specialists (Ammunition Surveillance)
QQPRI	Quantitative Personnel Requirements Information
R&D	Research and Development
R&M	Reliability and Maintainability
RAM	Reliability, Availability, and Maintainability
RAMCAD	Reliability and Maintainability Computer-aided Design
RC	Reserve Components
RCM	Reliability Centered Maintenance
RDT&E	Research, Development, Test, and Evaluation
RESHAPE	Resource, Self-Help, Affordability, Planning Effort
RIA	Rock Island Arsenal
RPMA	Real Property Maintenance Activity
RSI	Rationalization, Standardization, and Interoperability
S&L	Shipbuilding and Logistics
S&T	Scientific and Technical
SAFMC	Systems Acquisition Funds Management Course
SAM	Systems Acquisition Management
SAO	Security Assistance Office
SAR	Selected Acquisition Report
SAS	System Acquisition School
SATFA	Service Assistance Training Field Activity
SBI	Special Background Investigation
SCF	Self-Contained Facility
SDP	Software Development Plan
SDS	Standard Depot System

SYMBOL	DEFINITION
SES	Senior Executive Service
SEP	Satellite Education Program
SF	Standard Form
SI	System International
SIP	System Improvement Plan
SMCA	Single Manager For Conventional Ammunition
SMPT	School of Military Packaging Technology
SOA	Separate Operating Agency
SOLE	Society of Logistics Engineers
SOP	Standard Operating Procedure
SOW	Statement of Work
SPAWAR	Space and Naval Warfare System Command
SPC	Statistical Process Control
SPO	System Program Office
SPP	Standard Practice Procedures
SQA	Software Quality Assurance
SQC	Statistical Quality Control
SRFC	Service Response Force Commanders
SSI	Special Skills Indicator
SSN	Social Security Number
SSS	Storage Serviceability Standards
STARC	State Area Commands
SUBCOM	Subordinate Command
T&E	Test and Evaluation
TAADS	The Army Authorization Documents System
TAC	Tactical Air Command
TACP	Technical Analysis of Cost Proposal
TAEDP	Total Army Equipment Distribution Program
TAPA	Total Army Personnel Agency
TCO	Test Control Office
TDP	Technical Data Package
TDY	Temporary Duty
TEMC	Test and Evaluation Management Course
TM	Technical Manual
TMAW	Technical Managers Advanced Workshop
TO	Technical Orders
TOE	Table of Organization and Equipment
TPA	Transportation by Personal Auto
TPC	Travel for Personal Convenience
TQM	Total Quality Management
TRADOC	U.S. Army Training Doctrine Command
TSWG	Training and Support Working Group

SYMBOL	DEFINITION
UMMIPS	Uniform Material Movement and Issue Priority System
UNO	United Nations Organization
USADACS	U.S. Army Defense Ammunition Center and School
USAF	United States Air Force
USALMC	US Army Logistics Management College
USAMARDA	US Army Manpower Requirements and Documentation Agency
USATSCH	United States Army Transportation School
USNR	U.S. Naval Reserve
USNSPDM	Naval School, Physical Distribution Management
VA	Value Analysis
VAQ	Visiting Airmen's Quarters
VE	Value Engineering
VOQ	Visiting Officers' Quarters
VSAM	Virtual Storage Access Method
WBS	Work Breakdown Structure
WPAFB	Wright-Patterson Air Force Base
WSMIS	Weapon System Management Information System

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CHAPTER 1

INTRODUCTION

PURPOSE

a. This publication, the Defense Management Education and Training (DMET) Catalog, is the official source of information concerning courses of instruction offered in accordance with Department of Defense Directive 5010.16, Defense Management Education and Training Program.

b. This catalog also includes descriptions of Single Department Management Training Courses. A Single Department Management Training Course is defined as "a course covering subject matter which is peculiar to the needs of a single Department of Defense (DoD) component." Such service-peculiar courses are identified in this catalog by a parenthetical entry AF - Air Force, AR - Army, NV - Navy, following the course title.

ORGANIZATION: This catalog is organized to facilitate ready reference.

a. Chapter 1, Introduction, contains general information on the Defense Management Education and Training Program.

b. Chapters 2 through 5 contain information about the schools and courses sponsored by the Department of the Air Force, Department of the Army, Department of the Navy, and other DoD Schools, respectively. Each section is divided into a section for each school in the Department with the first part of the section entitled "School Information" and the second part entitled "Course Descriptions."

(1) The "School Information" portion has information which should be helpful to the students in planning their attendance. It also contains descriptions of nonresident courses sponsored by the school. Some proposed schedules may be included for planning purposes. As firm school schedules are developed, they will be published and distributed by the individual schools.

(2) The "Course Descriptions" portion consists of the descriptions of the courses offered by the schools. The descriptions contain the following information:

(a) Course - The title of the course, which is generally expressed in terms of the subject matter of the course. The parenthetical entry following the course number indicates whether it is a single or joint Service course.

(b) Location - The school conducting the course and its geographical location.

(c) Length - The length of the course stated in terms of weeks or days, if less than full weeks.

(d) Purpose - A statement of the objectives of the course.

(e) Scope - A resume of the subject matter of the course.

(f) Prerequisites - Qualifications which personnel attending the course must meet. These are stated in terms of military or civilian service grades, test scores, prior schooling or

experience, or security clearance. Waivers of prerequisites must be obtained from the school conducting the course.

c. Chapter 5, Indexes, contains indexes of the DMET courses grouped alphabetically, functionally, by school, and a mandatory list of courses within the acquisition field in the DoD Acquisition Education and Training Program. It also contains indexes of courses added or deleted and changes in title or number of current courses.

TRAINING SUPPORT AND OPERATION: Each of the courses conducted under the DMET program is under the sponsorship of one of the Military Departments. The sponsor Department of each joint training course is responsible for the programming, budgeting, and financing of all expenses incident to its planning, development, and operation to include onsite training. No reimbursement for such expenses has to be made to the sponsor Department by any using DoD component provided the training requirement was included in the annual requirement survey. The purpose of this policy is to encourage, to the maximum extent possible, the cross utilization of management education and training programs and facilities within the DoD components. Any DoD component which assigns students to courses sponsored by another Department, whether joint or single department courses, is referred to as user component. A user component does not have to reimburse a sponsor Department of tuition costs. However, the pay, allowances (including subsistence), and travel costs of military and civilian personnel assigned as students are funded by the using DoD component. Per diem rate for students will be in accordance with Joint Travel Regulation (JTR) standards.

CHANGES: Changes to material in this catalog should be furnished to the Chief, DLA Civilian Personnel Service Support Office (DCPSO), P.O. Box 3990, Columbus, OH 43216-5000 via the Military Service (hereinafter referred to as Service) or Agency representative to the DMET Board.

PROCEDURES FOR PROJECTING ANNUAL REQUIREMENTS AND ASSIGNMENTS OF QUOTA ALLOWANCES:

a. Each Department/Agency of the DoD will prescribe internal procedures for projecting requirements and allocating quotas for management courses based upon the guidance provided by sponsoring Department instructions.

b. DoD components will utilize approved DoD Forms and the DoD Reports Control System for reporting requirements for the DMET Program courses in accordance with the following schedule:

(1) Reports of projected requirements for the next 2 fiscal years (FYs) for the courses listed in the DMET catalog will be submitted prior to 1 December by user components to each sponsoring component:

(a) Requirements for the upcoming FY for resident courses will be listed for each course by quarter in the Requirements Section of DD Form 1631, Defense Management Education and Training Program Requirements Quota Assignments.

(b) Requirements for the upcoming FY for nonresident courses except onsite category will be listed separately by courses in the Requirements Section of DD Form 1631.

(c) Requirements for the upcoming FY for each course presented onsite such as Navy sponsored contracting courses will be submitted on DD Form 1631-1, Defense Management Education and Training Program Requirements for Courses Presented On-site. Additional information and supplementary instructions concerning this submission are given in attachments to this section.

(2) A schedule of classes and quota allocations to provide for reported requirements will be furnished on DD Form 1631-2, Defense Management Education and Training Program Quota Allocations and Schedule of Classes by Course, by sponsors to users by 15 May preceding the FY for which the quotas are assigned.

ATTENDANCE REPORTS:

a. By 15 November, the sponsoring components will submit attendance reports (DD Form 1633, Defense Management Education Training Program Student Quota Assignments and Attendance by Course and Components for Fiscal Year) for each Defense Management Education and Training Program resident, nonresident, and on-site management course presented in the previous FY to the DMET Program. These reports will be submitted on DD Form 1633 in accordance with the DoD Reports Control System and will include for each user component:

(1) Total number of attendees.

(2) Separate lists for officers, enlisted personnel, and civilians.

(3) Quotas assigned and utilized.

b. Evaluation of these reports will point out existing deficiencies in the DMET Program where corrective action should be taken to improve its effectiveness and efficiency.

c. The information derived from this reporting system should assist the Departments, the schools, the users, and Office of the Secretary of Defense (OSD) in the orderly planning of management education and training.

NCO ATTENDANCE AT DMET COURSES: Selected senior noncommissioned officers of all Services serving in or ordered to jobs which require the supervisory expertise or occupational skill obtainable from appropriate DMET courses are eligible to attend these courses as determined by the course prerequisites. Applicants not meeting designated prerequisites shall attach a "Request for Waiver of Course Prerequisites" letter to the DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, justifying attendance.

ENROLLMENT REQUIREMENTS:

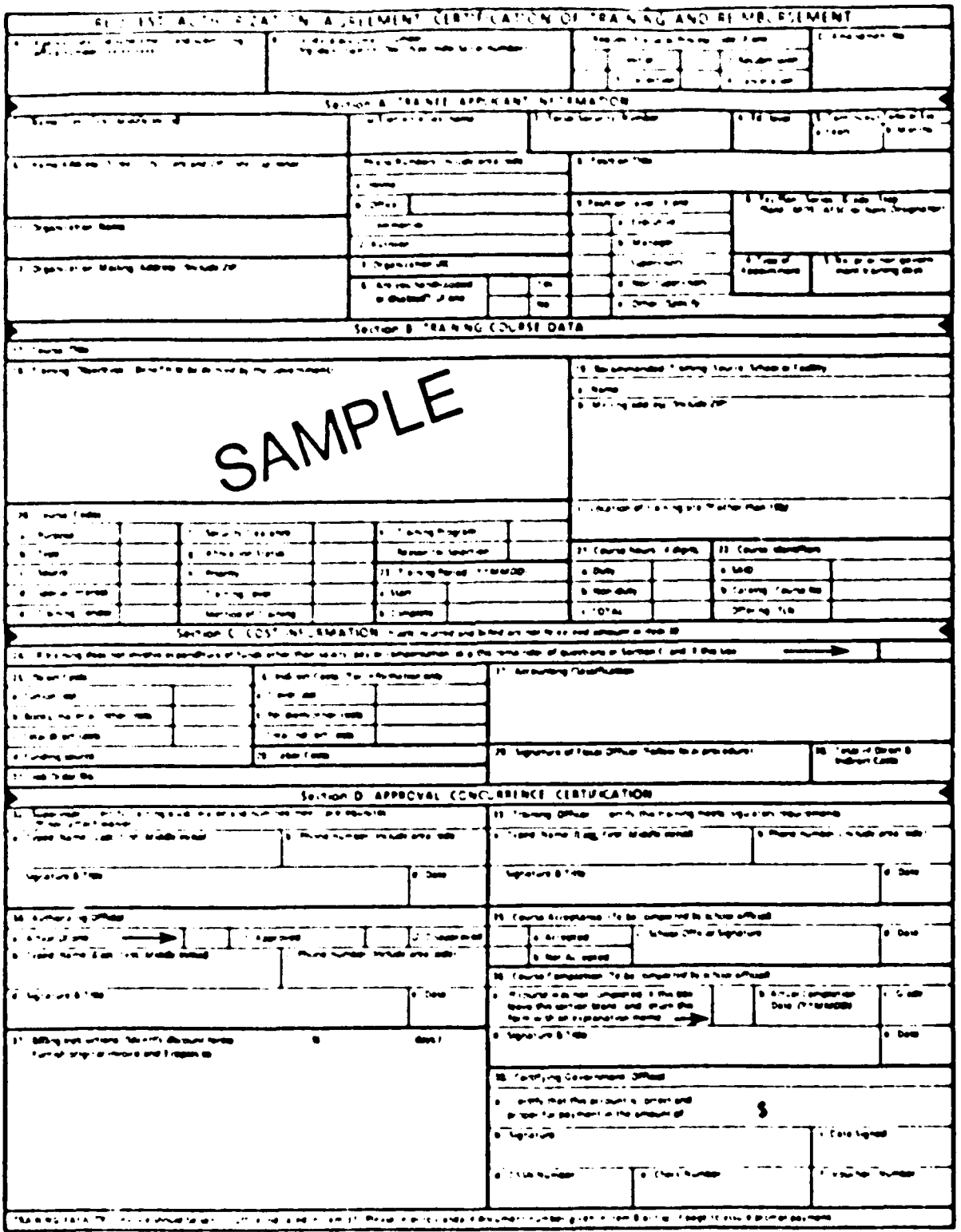
a. The 10-part DD Form 1556 will be used for submitting nominations for all Defense Management Education and Training Courses.

b. This form is available in several versions, i.e., the single sheet DD Form 1556 overprint that appears on the following page. The second version is a packet of 10 pages to be used by civilian personnel attending OPM-sponsored courses or courses requiring a completion report to OPM. This packet will also be available in an Automatic Data Processing (ADP) configuration for use with ADP equipment.

c. DoD information requirements mandatory for both military and civilian are as follows:

Section A	1-9	All
	10	Civilians Only
	11-14	All
Section B	15a, 16b	All
	17a, b	All
	18a, b	All
	19a, c	All
	20 Part I a, d	Civilians Only
	20 Part II b, c, e	All
Section C	Optional for All	
Section D	26, 27	
Section E	29	
Section F	30, 31, 32	All

Items 15b and 28b may be used by the schools and military departments for remarks or specific information requirments as appropriate.


SAMPLE

DD FORM 1556 REQUEST, AUTHORIZATION, AGREEMENT, CERTIFICATION OF TRAINING AND REIMBURSEMENT

PRIVACY ACT STATEMENT

Authority — The authority for requesting this information is 5 U.S.C. Sections 4103 and 4118, EO 9397, November 1943 (SSN).

Principal Purpose — Used by the training activity as a training form. The purpose of this form is to document the nomination of the individual for training, and serve as the principal repository of pertinent training and administrative data associated with the training. It is used to certify the employee's qualifications for training and the agreements which they participate. The form becomes a part of the employee's official personnel records for training and is included in the Government's Central Personnel Data File.

Routine Uses — Used by training activities to make a decision on a voluntary basis. Failure to provide this information however may affect the individual's participation in training programs.

GENERAL INSTRUCTIONS

THIS IS A MULTI-PURPOSE FORM. IT WILL BE USED FOR ALL TRAINING INCIDENTS.
SPECIFIC GUIDELINES FOR DATA INPUT WILL BE SET BY EACH DOD COMPONENT.
DATA REQUIRED BY THE OFFICE OF PERSONNEL MANAGEMENT.

COPY DISTRIBUTION

Copy 1 — File in the training employee's home folder
Copy 2 — For Agency ADP system
Copy 3 — Give or send to the employee
Copy 4 — Give or send to the organization
Copy 5 — Give or send to the training activity

Copy 6 — Give finance office to authorize payments
Copy 7 — Give finance office to authorize any separate payments for books, material or other costs
Copy 8 — Give employee
Copy 9 — Use to evaluate training
Copy 10 — Keep at originating office

SAMPLE

COMPLETION INSTRUCTIONS

Item A — Mark the appropriate items 33 and 34 of Standard Form 50 "Notification of Personnel Action" when required
Item B — Enter the employee's organization
Item C — Enter the appropriate Nature of Action Code
Item D — Enter the appropriate amendment or serial number

Section A - TRAINEE APPLICANT INFORMATION

Item 1 — Enter the trainee's name. Complete the nomination sheet or separate sheet.

Item 2 — Enter the office symbol of the trainee's organization.

Item 3 — Enter the trainee's Social Security number.

Item 4 — Enter the appropriate code for the trainee's educational level.

00	Not applicable	11	3 years of college
01	Not a high school graduate - 4th grade or less	12	4 years of college
02	Not a high school graduate - 5th or 6th grade	13	Bachelor Degree
03	Not a high school graduate - 7th or 8th grade	14	Post Bachelor
04	Not a high school graduate - 9th grade	15	1st Professional
		16	Post 1st Professional
05	Terminal Occupational Program (TOP)	17	Master Degree
		18	Post Master
06	10th grade	19	6th year Degree
07	11th grade	20	Post 6th year
08	12th grade	21	Doctorate Degree
09	2 years of college	22	Post Doctorate
10	Associate Degree		

Item 5 — Enter years and months of previous Federal Government service.

Item 6 — Follow local procedures.

Item 7 — Follow local procedures.

Item 8 — Follow local procedures.

Item 9 — Follow local procedures.

Item 10 — Follow local procedures.

Item 11 - Enter trainee's organization name.

Item 12 - Enter trainee's organization mailing address.

Item 13 - Enter submitting organization's six digit unit identification code (UIC). See DoD component instructions.

Item 14 - Enter appropriate code or abbreviation.

CC	Career Conditional	1	Regular
C	Career	2	Reserve
T	Temporary	3	National Guard
E	Excepted	I	Interim Hire

Item 15 - To be computed and filled in by the nominating training office.

Item 16 - Self explanatory.

Section B - TRAINING COURSE DATA

Items 17, 18, and 19 - Self explanatory.

Item 20 - Course Codes. See reverse.

Item 21 - Total hours are determined by multiplying hours attended per week by the number of weeks of the course. Duty and non-duty hours are self explanatory. Enter one hour or more, round fractions up.

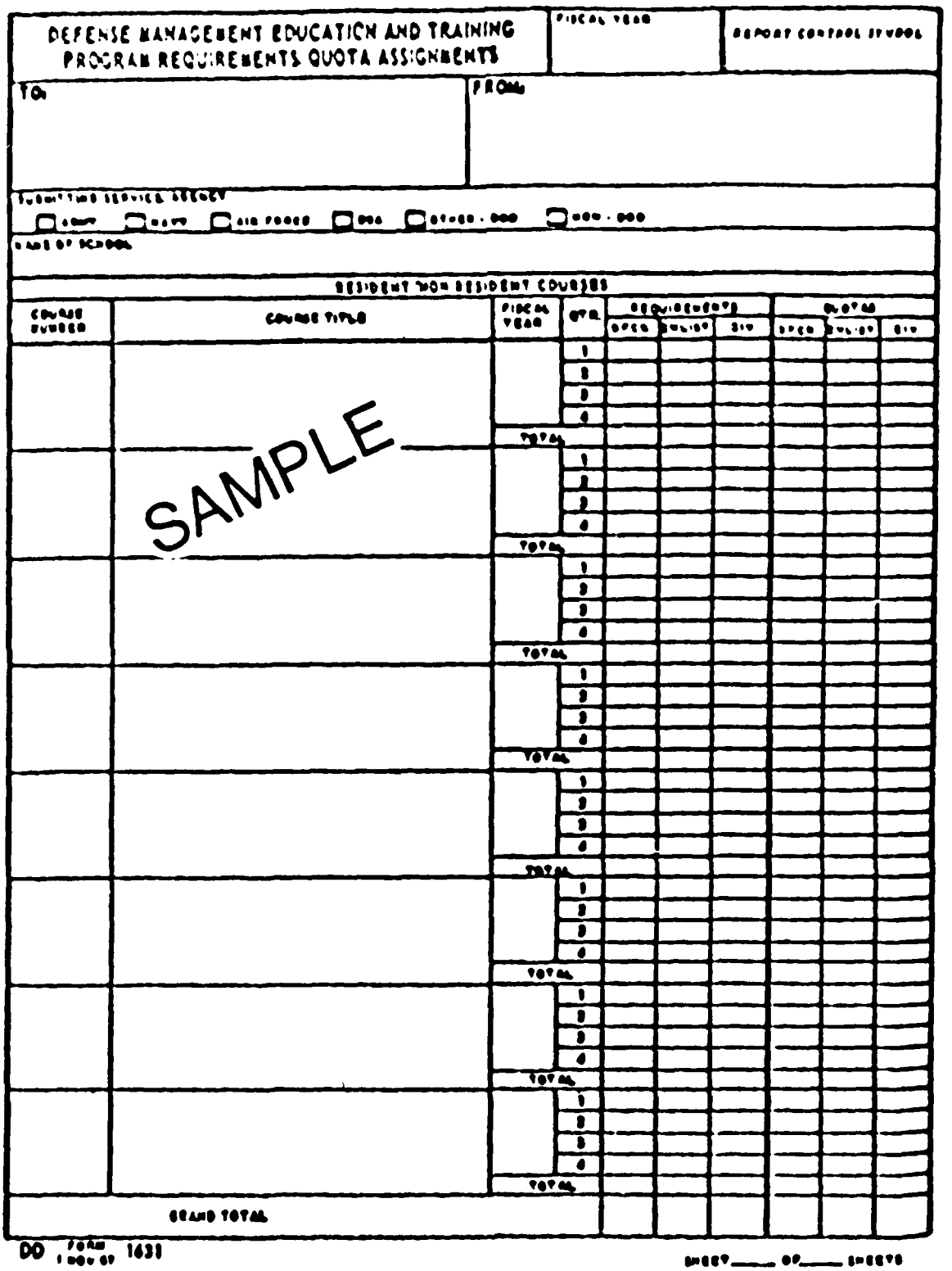
Item 22a — Follow DoD component instruction.

Item 22b — Enter training source catalog/course ID number.

Item 22c — Follow local procedures.

Items 23a & b — Enter in year month day sequence the course dates, e.g. June 1, 1987 would be entered as 870601.

DD Form 1556, PAS and Instructions, MAR 87



DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS QUOTA ASSIGNMENTS

FISCAL YEAR

REPORT CONTROL SYMBOL

TO:

FROM:

SUBMITTING SERVICE AGENCY

ARMY NAVY AIR FORCE DOD OTHER - DOD OTHER - NON-DOD

NAME OF SCHOOL

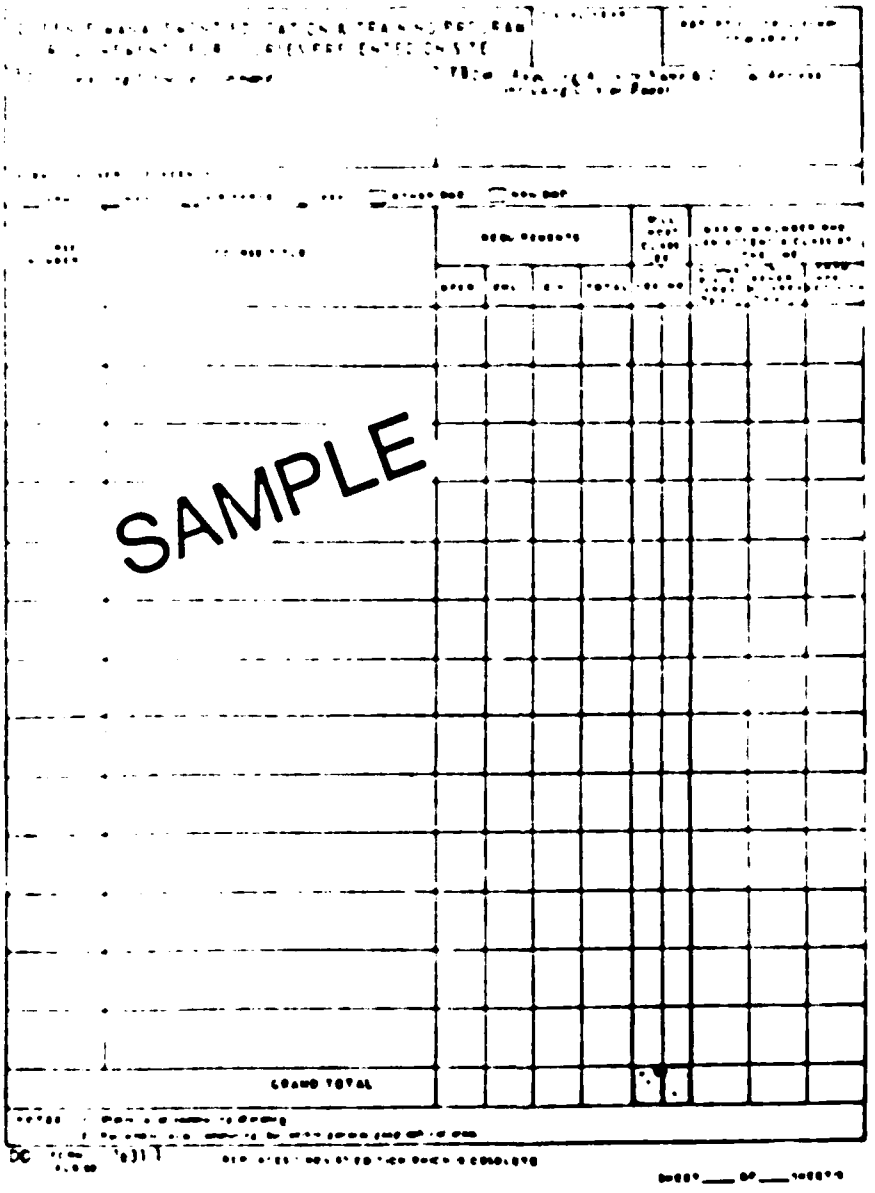
RESIDENT NON-RESIDENT COURSES

COURSE NUMBER	COURSE TITLE	FISCAL YEAR	QTR	REQUIREMENTS			QUOTAS		
				OFFICER	ENLISTED	CIV	OFFICER	ENLISTED	CIV
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
			1						
			2						
			3						
			4						
		TOTAL							
	GRAND TOTAL								

SAMPLE

DD FORM 1631

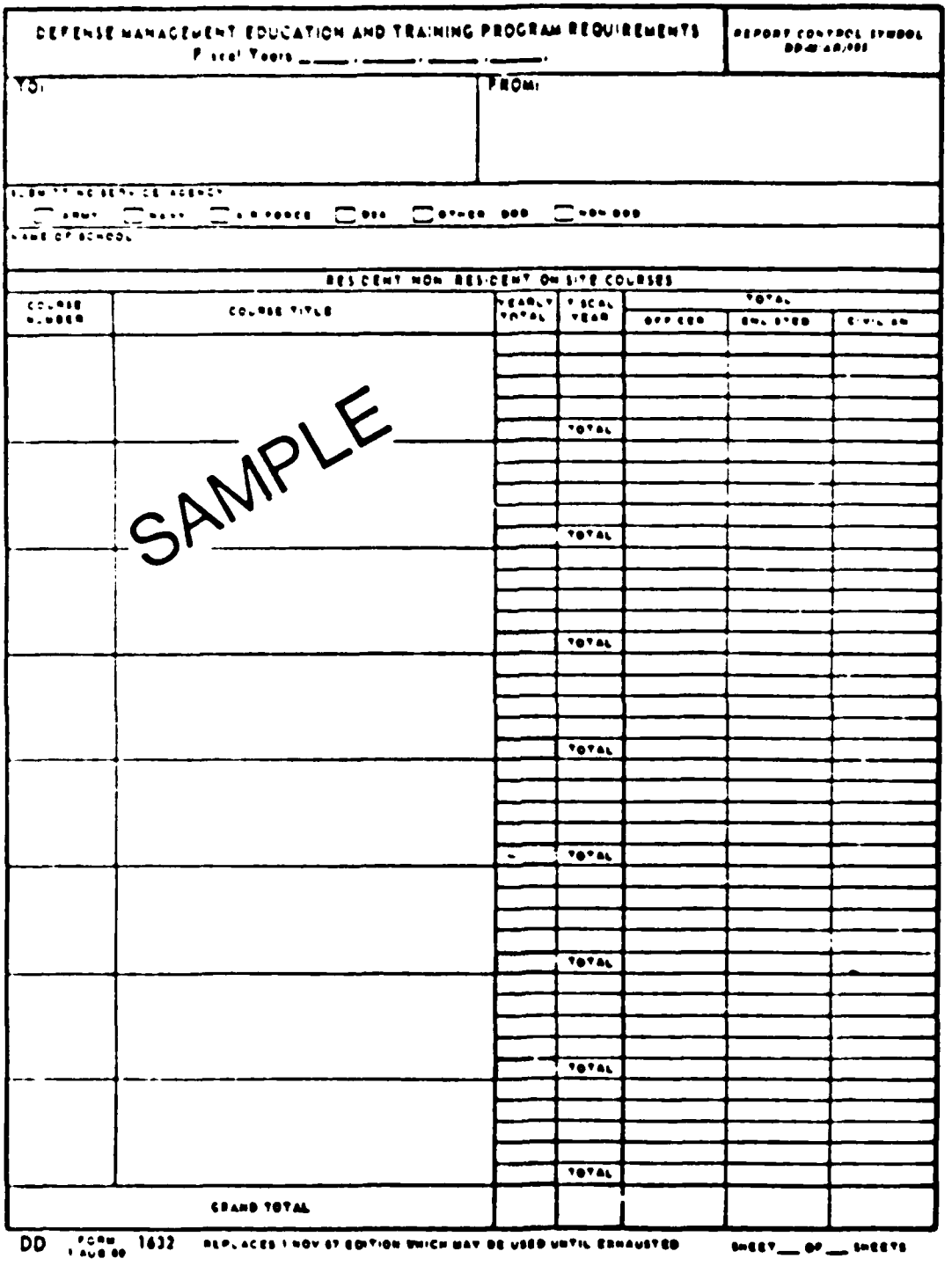
SHEET ____ OF ____ SHEETS



Each activity within a command having onsite requirements will usually submit a DD Form 1631-1 as directed by command or agency. An exception would be a consolidated personnel office reporting requirement for activities within commuting distance (no per diem or travel funds involved); however, if an onsite class at an activity included is desired, a separate submission is highly desirable.

The "MAXIMUM NUMBER WHO CAN ATTEND CLASS AT ONE TIME" section of the DD Form 1631-1 is often omitted, putting no constraints on how many persons can attend at one time. Computer sorting of future requirements demands careful completion of this item.

For further information see section 1.5.b.(1)(c) and DoD Directive 5010.16 series.



DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS

Fiscal Years ____, ____, ____, ____

REPORT CONTROL SYMBOL DD-M(AR)1632

TO:

FROM:

1. DoD MILITARY SERVICE AGENCY

☐ ARMY ☐ NAVY ☐ AIR FORCE ☐ DSA ☐ OTHER DOD ☐ NON-DOD

2. NAME OF SCHOOL

RESIDENT NON-RESIDENT ON-SITE COURSES

COURSE NUMBER	COURSE TITLE	YEARLY TOTAL	FISCAL YEAR	TOTAL OFF-DUTY	TOTAL ENLISTED	TOTAL CIVILIAN
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
GRAND TOTAL						

SAMPLE

DD FORM 1 AUG 69 1632 REPLACES 1 NOV 67 EDITION WHICH MAY BE USED UNTIL EXHAUSTED SHEET__ OF__ SHEETS

NOTE: DD Form 1632 will be revised to agree with DoD Directive 5010.16 series as amended for 2 fiscal years. The 1 Aug 69 edition will be used as above until the present supply is exhausted.

CHAPTER 2

DEPARTMENT OF THE AIR FORCE

SECTION A

AIR FORCE INSTITUTE OF TECHNOLOGY
SCHOOL OF SYSTEMS AND LOGISTICS
PROFESSIONAL CONTINUING EDUCATION
Wright-Patterson Air Force Base, OH 45433-6583
SPONSOR No. 2130

SCHOOL INFORMATION

RESIDENT PROGRAM

The School of Systems and Logistics, Professional Continuing Education Program, conducts courses in systems logistics management areas related to military and civilian duty assignments. Headquarters United States Air Force (USAF) authorizes establishment of these courses to meet Air Force and DoD requirements.

The Professional Continuing Education (PCE) Program consists of approximately 65 courses of relatively short duration—1 to 6 weeks. Each course is offered one or more times during the year. The program is designed to provide the highest quality of educational opportunities in systems acquisition and logistics management, and in the functional areas of maintenance, supply, and procurement. Course content generally emphasizes these operational areas, but there are also integrating and coordinating courses to broaden the scope and depth of the manager's knowledge. The objective is a more knowledgeable group of systems and logistics managers capable of implementing most effective concepts and techniques in their respective professional or specialized areas.

The overall quality of the program is maintained by: (1) limiting the number of students per class to facilitate a seminar environment; (2) integrating current management concepts and principles with basic logistics problems; (3) use of simulations, case problems, and other management exercises; (4) employment of the latest teaching techniques and aids; and (5) selection of faculty members based upon their superior knowledge of systems or logistics management, extensive current experience in the field, and a desire to teach.

FUNDING: The TDY travel and per diem expenses for Air Force military and civilian students attending resident courses may be funded by the Air Force Institute of Technology (AFIT). The Departments of Army and Navy, the Defense Logistics Agency (DLA), and all other Government agencies are responsible for funding

their own student TDY expenses, including expenses of Air Force assigned to these Agencies (DoD Directive 5010.16, Defense Management Education and Training Program).

GEOGRAPHICAL LOCATION AND CLIMATE: The School of Systems and Logistics is a separate resident school of AFIT. It is located in Building 641 (known as Twining Hall), in Area B of Wright-Patterson Air Force Base (WPAFB), just east of the city of Dayton, OH.

Normally, precipitation is 37 inches per year and is evenly distributed throughout the year. High relative humidity prevails. On the average there are 129 days per year with measurable precipitation. The seasonal snowfall average is 19 inches. Average monthly temperatures range from 30 degrees in January to 75 degrees in July. The extreme temperatures recorded in Dayton are 106 degrees in July and -21 degrees in January.

QUARTERS: Personnel selected to attend the School of Systems and Logistics will reside at either the Visiting Officers' Quarters (VOQ), the Visiting Airmen's Quarters (VAQ), or Government contract quarters (commercial hotels/motels) in the Dayton area. Personal reservations for TDY students are made by Student Operations (AFIT/LSA).

Students should plan to arrive at assigned quarters on the evening prior to the course start date. It must be emphasized that "BASE HOUSING" is authorized to billet only those personnel whose names are referred by Student Operations.

Dependents of civilian students are not authorized to reside at the VOQ/VAQ. Dependents of military students are admitted to the VOQ/VAQ on a space-available basis for a maximum of 7 days (DoD Pay Manual).

Please note that on Federal holidays customary services of the base are severely limited. Students should consult with Student Operations staff, Room 101, to avoid inconveniences on Federal holidays.

WELFARE AND RECREATION FACILITIES: Welfare and recreational facilities cover a wide variety of activities typical of a large military installation. Adequate hospital, dispensary, and clinical facilities are available at WPAFB for both military and civilian students. Chaplain activities provide for the religious needs of most faiths. Other welfare activities include the American Red Cross and Family Services. Golf, bowling, swimming, gymnasium facilities, and limited hunting and fishing are available.

MEALS: There are many food outlets on Wright-Patterson AFB. Some are listed below:

(1) Officers' Open Mess - offers breakfast, lunch, and dinner daily except on Federal holidays. A dress code is in effect for military and civilian personnel. The dress code should be checked before entering the Open Mess. Military officers and civilian students may use the WPAFB Officers' Open Mess on a reciprocal basis, that is, if they belong to an open mess or officers' club at their own installation. Otherwise, they may join the WPAFB Officers' Open Mess for approximately $2.50 per week. For use of only the restaurant, students need only show travel orders stamped by the VOQ.

Use of the package goods store in the Officers' Open Mess is restricted by law to active duty and retired military personnel.

The Officers' Club cashes personal checks only for Club members.

Please note special Saturday arrangements at the Officers' Club: (a) only a continental breakfast is available, and this is in the Rathskeller from 0800 - 0930; (b) only light lunches are served, in the Rathskeller, from 1100 to 2330; (c) dinners are as usual.

(2) Noncommissioned Officers (NCO) Open Mess - located in Kittyhawk Center, Building 1226, offers breakfast, lunch, and dinner Tuesday through Sunday. Membership in the NCO Open Mess is available to all NCOs, civilian students through GS-12 or equivalent, and retired NCOs serving in DoD civilian positions. Reciprocal membership is respected. Students residing at Kittyhawk Center may join the WPAFB NCO Open Mess for approximately $3.00 per month and use all facilities and services of the Club, or show orders and use the dining room and bar area only. Use of the package goods store is restricted to active duty and retired military members. Dress requirements should be checked.

(3) Flight Line Cafeteria - located in Building 206, Area C, offers breakfast, lunch, and dinner each day. It is opened 24 hours per day, 7 days a week.

(4) Building 640 Canteen - located in the Engineering School, is opened school days from 0800-1400 for breakfast and lunch (grill available).

(5) Building 641 Snack Shop - located in the School, is opened school days for light refreshments, 0730-1500.

(6) Building 127 Cafeteria - located 3 blocks from the School, offers breakfast and lunch on school days.

(7) Enlisted Persons' Dining Facility, Pitsenbarger Hall - located in Kittyhawk Center, is for use by NCO and Airman students.

(8) Flywright Club, Officers' Club Annex - on Loop Road, two blocks from the School of Systems and Logistics, serves lunches on school days.

(9) The Wright Place, NCO Club Annex - at Loop Road and Fifth Street, Area B, serves lunches on school days.

TRANSPORTATION BETWEEN QUARTERS AND THE SCHOOL: WPAFB will provide daily bus service direct from quarters to the school building (#11, Area B). The buses will depart from quarters approximately 1 hour before classes start. Buses will return to quarters each afternoon. Government transportation is provided for all duty purposes; therefore, a private vehicle is not needed at AFIT for duty purposes.

PRIVATE VEHICLES: AF, Army, Navy, Marine, and other Defense Department automobile decals will be honored by WPAFB; these decals will grant access to the Base. If your organization does not issue decals, or if you are renting a vehicle, see Student Operations for a temporary vehicle pass and parking decal on your first class day. Numerous parking places close to the school building are provided.

HANDICAPPED PARKING: Special parking places close to the school are located along Tenth Street which is at the north side of the school building.

CLOTHING: Military personnel will wear the appropriate military uniform combinations during all scheduled class hours. The summer uniform may be worn all year long at WPAFB. Flight and field uniforms, including military parkas, are not authorized for wear. Civilians are expected to dress appropriately for business. Sandals, jeans, sweatshirts, and shorts are inappropriate. The minimum standard for men is an open-neck shirt and dress slacks. The minimum standard for women is equivalent apparel. Students not observing this policy will be removed from class.

LAUNDRY AND DRY CLEANING FACILITIES: Commercial laundry and dry cleaning services are available at all quarters. Base Exchange laundries are located in Building 130, Area C.

CLASS AND STUDY HOURS: Students are normally scheduled for formal classes from 0800 through 1600 hours each class day. Homework averages 2 hours per night.

LIBRARY FACILITIES: The AFIT Library, located in the new Science and Research Center, is available to all students. In addition to this facility, the WPAFB Library, Assistant Secretary of Defense (ASD) Technical Library, and the Air Force Logistics Command (AFLC) Law Library are available.

GRADING POLICIES: All students will receive a "Satisfactory" or "Unsatisfactory." This grade will be forwarded to the student's servicing personnel office. In addition, students completing courses yielding academic credit will be awarded a letter grade. Students may ascertain their letter grade by requesting from the AFIT Registrar an official AFIT transcript.

REGISTRATION AND GRADUATION PROCEDURES: On the first day of class students should report to the School of Systems and Logistics, Building 641, Area B. On the final day of class, time required for transport to quarters, packing, checkout, and journey to the Dayton Airport is 2 to 3 hours. Please arrange return commercial aircraft reservations accordingly.

TDY PAYMENTS: Advance per diem or travel payments should be obtained before departing your home station. Consult the Student Operations Office for any financial problems after arrival.

SCHOOL SUPPLY ITEMS: Expendable supplies are not issued to students, but may be purchased at the AFIT Bookstore in the Science and Research Center. Purchasers will be asked to verify their student status by showing their travel orders or DD Form 1556.

SHIPMENT OF MATERIALS: Shipment of course materials to home station is the responsibility of the individual. Official AFIT indicia envelopes or labels are not authorized for this purpose. The school cannot authorize excess baggage on TDY orders.

BASE EXCHANGE FACILITIES: Civilian students billeted in VOQ/VAQ may use the Base Theater and may purchase certain necessary items at the Base Exchange. Students should request from the VOQ/VAQ receptionist a travel order notation certifying billeting in VOQ/VAQ. Off-base billeting does not qualify students to use base facilities.

ADDRESS FOR MAIL:
Students residing in the VOQ may use the address below:

Name
VOQ Building 825, Room Number
Wright-Patterson AFB, OH 45433-5000

Students residing in the VAQ may use the following:

Name
Room Number
2750 ABW/SVHA
Building 1018
Wright-Patterson AFB, OH 45433-5000

Students in contract quarters should have mail addressed to their particular quarters.

QUOTA REQUIREMENTS AND QUOTA ALLOCATIONS FOR RESIDENT AND ONSITE COURSES

AIR FORCE ACTIVITIES use the Pipeline Management System (PMS) screening schedule and procedures to submit quota requirements for all AFIT courses in the resident and onsite programs. Quota allocations for all courses and programs are released through PMS. All subsequent communications regarding requirements and quotas should be sent directly to major command (MAJCOM)/separate operating agency (SOA) for coordination and forwarding, and not directly to AFIT.

NONAIR FORCE ACTIVITIES receive a requirements call message approximately 01 April. The message requests quota requirements for courses of the fiscal year beginning in 18 months. Requirements are due 01 December (10 months prior to the beginning of the fiscal year) at AFIT/LSA, Student Operations Branch, Wright-Patterson AFB, OH 45433-6583. Resident requirements should be submitted on DD Form 1631; onsite requirements should be submitted on DD Form 1631-1. Component units of commands listed below should submit all requirements to the command HQ training office listed below. Even when requesting unprogrammed quotas (that is, quotas not considered/requested in accordance with (IAW) the above schedule), component units should submit requests directly to their command HQ training office, not directly to AFIT. The school publishes the fiscal year class schedule and allocated quotas via letter in August. Quotas for courses in the Professional Continuing Education Program are processed through the following commands:

Air Force.....Major Air Force Command and SOAs

Army.....CDR USAMC/AMCPE-AE
5001 Eisenhower Avenue
Alexandria, VA 22333-0001
AUTOVON: 284-9833 (9845)
Commercial: (202) 274-9833 (9845)

Navy.....Office of Civilian Personnel Management
Code 23A
800 North Quincy Street
Arlington, VA 22203-1998
AUTOVON: 226-5097 (5098)
Commercial: (202) 696-5097 (5098)

Marine Corps.....Commandant of the Marine Corps
HQ Marine Corps
Code TPI-42
Washington, D.C. 20380-0001
AUTOVON: 224-2970
Commercial: (202) 694-2970 (1968)

DLA.....DLA Civilian Personnel Service Support Office (DCPSO)
ATTN: DMET Coordinator
P.O. Box 3990
Columbus, OH 43216-5000
AUTOVON: 850-3057 (2526)
Commercial: (614) 238-3057 (2526)

NOTE: Allocations for Government agencies other than DoD are handled individually by the school through the requesting education and training officials of the specific agency. These agencies should contact AFIT/LSA, WPAFB, OH 45433-6583 for information pertaining to courses, offerings, requirements, and allocations (AUTOVON 785-6335, Commercial 513/255-6335).

ELIGIBILITY
FOR RESIDENT AND ONSITE COURSES

Military and civilian personnel must have an academic and/or experience background compatible with the course, and be assigned duty requiring the knowledge and experience they will gain from attendance. Military commanders and civilian supervisors will ensure the best possible selection of qualified personnel to attend courses. In addition, there must be reasonable assurance of a continuing need for the individual's services. Civilian employees must not be serving under a temporary appointment with a specific time limit. Employees with less than 1 year of current continuous Federal civilian employment are not eligible by law, except in unusual circumstances. Air Force military personnel attending AFIT professional continuing education courses will incur an additional active duty commitment per table 7 of AFR 36-51, Active Duty Service Commitments. Information on active duty commitments for other Services is available at servicing personnel offices. Eligibility details are presented in the official course description of each course.

WAIVER OF PREREQUISITES: Persons who do not meet course prerequisites but who desire to be admitted to class should attach to their DD Form 1556 a cover letter titled "Request for Waiver of Prerequisites" explaining their particular situation.

SELECTION PROCEDURE: Training offices at Air Force major commands (and DoD equivalent offices) initially review/approve individual applications. Staff persons of the School of Systems and Logistics perform final review and approval/disapproval. Students are notified.

STUDENT RESPONSIBILITIES

Students are required to have no major duties beyond applying themselves to their studies. It is expected that students will maintain a high level of scholarship and exhibit attributes associated with a scholar seeking and sharing knowledge and understanding. Each student's progress towards meeting learning objectives is evaluated by participation in discussions, case analyses, interviews, papers, laboratory exercises, special projects, and examinations.

ACADEMIC CREDIT

By authority of The North Central Association of Colleges and Secondary Schools, The Air Force Institute of Technology grants academic credit as listed below. Please note that academic credit is not granted for courses completed before 1 July 1974.

COURSE	TITLE	QTR HRS
LOG 111	Industrial Maintenance Management	2
PEM 151	Industrial Property Administration	2
PEM 153	Production Management I	5
CMT 170	Principles of Contract Pricing	3
CMT 180	Cost Improvement Curve Analysis	1
SYS 212	Mission Critical Computer Software Project Mgt.	2
LOG 220	AFLC Materiel Management	3
LOG 221	Logistics Managers and Computer Simulation	2
LOG 224	Logistics Management	4
SYS 227	Financial Management in Weapon Systems Acquisition	2

SYS 228	Applied Configuration Management	2
SYS 230	AF Technical Order Acquisition and Management	2
LOG 260	Provisioning Management (AF)	3
LOG 262	Applied Maintenance Management Concepts	3
LOG 290	Combat Capability Assessment	2
LOG 299	Combat Logistics	3
PPM 300	Advanced Property Administration	2
PPM 302	Government Contract Law	2*
PPM 304	Advanced Contract Administration	3
PPM 305	Production Management II	3
CMT 335	Reliability & Maintainability Design & Systems Acquisition	2
CMT 345	Quantitative Techniques for Cost and Price Analysis	3
CMT 353	Introduction to Life Cycle Costing	2
CMT 355	Contractor Overhead Management	2
SYS 361	Surveillance of Cost/Schedule Control Systems Criteria	2
SYS 362	Cost/Schedule Control Systems Criteria	3
SYS 370	Defense Data Management	3
CMT 372	Reliability	3
CMT 540	Advanced Contract Pricing	2
CMT 50	Advanced Quantitative Methods for Cost Analysis	3*
CMT 551	Advanced Cost and Economic Analysis	3*
CMT 578	Reliability and Maintainability Research and Application	3*

*Graduate credit

ENROLLMENT PROCEDURES
(RESIDENT AND ONSITE COURSES)

BETWEEN 90 AND 45 DAYS BEFORE THE CLASS START DATE: Completed DD Forms 1556 are sent to AFIT/LSA, WPAFB OH 45433-6583, on behalf of nominees filling allocated quotas. Additionally, names of AF personnel are entered in the AF PMS.

FORTY-FIVE DAYS BEFORE CLASS START DATE: Class is closed out. Students are selected and class is filled. Completed DD Forms 1556 (along with PMS data for AF personnel) receive final review. If AFIT/LSA has not received DD Forms 1556 (and PMS confirmation for AF personnel) indicating the allocated quota(s) will be used, these quotas are automatically canceled, reverted to AFIT/LSA, and will be used to satisfy a valid educational need of another Agency via the space available enrollment program.

The school reserves the right to approve/disapprove a nominee on the basis of information requested on the DD Form 1556. Commands are promptly notified of the school's decision via dispatch of appropriate copy of DD Form 1556 (and PMS input for AF personnel).

A letter of reporting instructions is sent directly to the home address of approved nominees.

Authority for issuance of travel orders is the DD Form 1556 approved by AFIT (and approval codes entered in PMS by AFIT for AF personnel), or an equivalent written statement from AFIT. The School reserves the right to refuse to admit personnel appearing with unauthorized orders and/or without explicit written advance approval; and the School may cancel its funding of TDY expenses incurred by said students.

SUBSTITUTES: After class close-out, Agencies are not allowed to substitute at their own discretion or to send students other than those explicitly approved by AFIT.

SPACE AVAILABLE ENROLLMENTS: AFIT/LSA highly recommends use of the "space available" application method if there are requirements for which no issued quotas were received. Submit DD Form 1556 and in item 20, part II-C, enter the number "3" standing for space available. Enter the timeframe of desired entry in item 18. Timeframe may be the dates of a specific class or may be a general calendar period such as "First-Half FY 90." We will attempt to meet the timeframe indicated and will notify the component/agency training office of nominee approval. We will send reporting instructions to the nominee.

ONSITE PROGRAM

NATURE AND PURPOSE: The Onsite Program consists of a varying number and type of courses offered each fiscal year. Each offering is predicated on requirements submitted by a major command. Each offering is parallel to the resident course. This program provides an effective means by which organizations can upgrade the expertise of a large number of their staff efficiently and simultaneously.

HOW TO APPLY: For specific information, refer to the section "Quota Requirements and Quota Allocations for Resident and Onsite Courses." All DoD organizations are eligible to request onsite courses. Approval of an onsite course request is predicated upon commitment of at least 25 qualified students, timely submission of the request, and instructional availability. Each faculty member possesses expertise that is utilized in several courses. When onsite, this expertise is not available in the resident programs, thereby affecting the total program. A balance between resident and onsite programs must be considered so that a maximum number of students are accommodated and the quality of courses maintained. The organization requesting the onsite may survey, locate, and include other DoD students in the course.

COSTS: AFIT will fund the travel and per diem expenses of its faculty participating in courses programmed at the beginning of the fiscal year. Student expenses are not funded by AFIT. Organizations that request unprogrammed onsite courses and have their requests accepted are responsible for funding the travel and per diem of AFIT faculty.

COURSE MATERIALS: All textbooks and related materials are mailed to a project/education officer of the hosting organization. Materials are those normally used in the resident course.

COURSE OPERATION AND ADMINISTRATION: Each requesting organization that has been approved for an onsite course presentation will be notified prior to the beginning of the fiscal year. A project/education officer must then be appointed; the appointed officer's name, address, and AUTOVON number is to be forwarded to AFIT/LSA, WPAFB, OH 45433-6583. Direct communication between the point of contact and AFIT/LSA is authorized and encouraged. Formal instructions for administering the onsite courses are forwarded 90 days prior to scheduled start date. Student applications will be completed on DD Form 1556 and forwarded to AFIT/LSA in accordance with guidelines stated in section titled "Enrollment Procedures." The project/education officer may allocate class space to other DoD activities. Student applications will be accepted only when forwarded by the project education officer directly to AFIT/LSA, WPAFB OH 45433-6583. All applications must be received by AFIT/LSA not later than 45 days prior to course start date. Appropriate funding documents for AFIT faculty expenses must be received by AFIT/LSA not later than 35 days prior to course start date.

Students who are approved for attendance in an onsite course will be in school status under the supervision of the AFIT/LS Course Director for duration of the course and will be released from all duty assignments during the course. Classes are in session for a full day, and assigned homework will require 2-4 hours of study each day. Personnel who cannot be released from their work assignments for the course duration should not be nominated to attend the course.

CERTIFICATES: Students who meet the attendance criteria and successfully complete course requirements will be awarded AFIT/LS certificates upon graduation from onsite courses.

ENHANCED SEMINAR PROGRAM

Presently, five AFIT/LS courses are available through the Enhanced Seminar Program. PPM 152S, PPM 302S and QMT 170S seminars have been certified by the Defense Procurement Career Management Board as satisfying the civilian career progression requirements for resident courses PPM 306, PPM 152 and QMT 170 respectively. Reference: DoD 1430.10-M-1, DoD Civilian Career Program for Contracting and Acquisition Personnel. SYS 028S and SYS 100S satisfy prerequisites for more advanced AFIT/LS resident courses. For information about Seminars call AUTOVON 785-6844, commercial (513) 255-6844.

A. OFFERINGS AND REQUIREMENTS

RELIABILITY AND MAINTAINABILITY OVERVIEW (QMT 020S) (Enhanced)

Available for enrollments (minimum 12 students) after Jun 1990.

This course is offered onsite using AFIT faculty, as well as through Seminar. A minimum of 25 students is required for an onsite offering with AFIT instructors.

Objective: This course provides an overview of reliability and maintainability (R&M) as it pertains to acquisition. It covers the Air Force's R&M 2000 program, the R&M requirements process, a look at possible contracting tools, R&M design, reliability growth and qualification testing, environmental stress screening, and R&M data sources.

Special seminar requirements are:

a. Facilitator(s) should be knowledgeable in reliability and maintainability (R&M) with at least three years experience in related R&M issues.
b. Appointment of a Test Control Officer (TCO).
c. Objective (multiple-choice) closed book examination. Minimum average of 60 percent on final examination.
d. No grade level or experience prerequisites.
e. Presentation minimum is four days (i.e., 4 half-day sessions).

QMT020S consists of 17 videotape lectures with guided discussion by the facilitator. The length of the course is 16 classroom hours.

INTRODUCTION TO CONFIGURATION MANAGEMENT (SYS 028S) (Enhanced)

This course is offered only through seminar.

Objective: This seminar provides an overview of the basic philosophy and practices of configuration management, primarily as applied to the acquisition process. It covers the basic policy and procedures of configuration management, as outlined in DoD directives, AF regulations and pamphlets, and military standards and specifications. It also includes the basic philosophy and application of configuration management tailored to actual programs.

Special requirements are:

a. Facilitator(s) should be a graduate of SYS 228 (at least SYS 028S) or equivalent, with at least 3 years' experience in configuration management, preferably with a bachelor's degree.
b. Objective, multiple-choice, open book group quizzes, but no examination. Students are evaluated based on attendance and on group participation.
c. No grade level or experience prerequisites.
d. Maximum of 24 students allowed.
e. One week (5 half-day sessions).

SYS 028S is 20 class hours consisting of about 9 hours of video tape lecture, 6 hours of discussion, and 5 hours of group quizzes. Completion of the SYS 028S seminar fulfills the primary prerequisite for the resident SYS 228 offering.

INTRODUCTION TO ACQUISITION MANAGEMENT (SYS 100S) (Enhanced)

Parallels the resident course objectives, uses AFIT textbooks and video tapes to enhance the student's learning.

Objective: This seminar is the principal introductory course for persons new to weapon systems acquisition. The seminar addresses basic policy, terminology, and processes in the areas of acquisition and program management.

Special requirements are:

a. Each potential facilitator should meet the following criteria: Have attended Academic Instructor School (AIS) and have at least 5 years of acquisition experience, or have earned the distinction of Certified Professional Logistician (CPL), or have at least 3 years acquisition experience and at least one of the following:

1. Have graduated from SYS 100, or equivalent, and from SYS 200, or equivalent (like SAS 001 and SAS 006, or DSMC, or as determined by AFIT), with at least 3 years' experience in acquisition management.

2. Have graduated from Defense Systems Management College (DSMC) (Business Management Course, Management of the Systems Acquisition Process, Basics of Defense Acquisition, or Program Management Course), SYS 223, or equivalent.

3. Have graduated from AFIT's System Management degree program or equivalent System Management degree program.

4. Have been or currently is a member of the Acquisition Faculty at AFIT, DSMC, or Brooks AFB's System Acquisition School (SAS) Curriculum.

b. Appointment of a Test Control Officer (TCO).

c. Objective (multiple-choice) closed book examinations. Minimum score of 60 percent on a final test.

d. Course open to military officers, enlisted personnel (E-5 through E-9) and Civil Service personnel (GS-7 and above).

e. Course duration must consist of 30 class hours.

SYS 100's class hours consist of 10 hours of lecture/tape instruction and 20 hours of group study/discussion.

Fulfills the prerequisite for the resident SYS 200 offering.

ACQUISITION LOGISTICS (SYS 225S)

Parallel to the resident course, seminar provides the student with a broad based understanding of the logistics activities involved in the acquisition/modification of systems and/or equipment.

Objectives: This seminar enables the student to gain an understanding of the wide range of early logistics activities necessary to support the design, test, production and development of systems and equipment. It provides insight into the methods of identifying mission deficiencies, the acquisition process and the ten elements of logistics. It exposes the student to a few of the logistics tools and techniques used in the acquisition cycle to improve system readiness and supportability.

Special requirements are:

a. Facilitator(s) should be a graduate of SYS 225 or equivalent, possess at least three years experience in acquisition logistics, preferably with a bachelor's degree and teaching experience.

b. Appointment of a Test Control Officer (TCO).

c. Objective (multiple-choice) closed book examinations. Minimum acceptable passing grade of 60%. Students completing the course will receive a grade of Satisfactory or Unsatisfactory based on test results and class participation.

d. Course open to military officers, enlisted personnel (E-7 through E-9) and civil service personnel (GS-7 through GS-13).

e. All course work must be completed in a minimum of two weeks and a maximum of 15 weeks from course start date.

SYS 225S is 57 class hours consisting of lecture/group discussion.

GOVERNMENT CONTRACT LAW (PPM 302S) (Enhanced)

Parallels the resident course objectives, uses resident textbook with supplementary materials and video tapes.

Objectives: This seminar provides experienced contracting personnel a comprehensive preventative law treatment of the legal framework of Government procurement. Students receive a review of basic legal principles. Through presentation and analysis of the pertinent statutes, common law, selected court and board decisions, students are exposed to application of the law in such areas as contracting authority, fraudulent practices, technical data rights, changes, modifications, and disputes.

Special requirements are:

a. Facilitator(s) must be attorney(s) having Government contract law experience and currently employed by a DoD organization.

b. Objective (multiple-choice) closed-book examinations. Minimum passing is 60 percent using an average of the midterm and final tests, with neither test earning a score lower than 50 percent. A separate participation grade on a scale of 0-20 will be submitted by the facilitator.

c. Appointment of a TCO.

d. Course open to military officers (O-3 and above), enlisted personnel (E-7, 8, and 9), and Civil Service personnel (GS-9 and above) in the procurement area; any warranted Contracting Officer.

The course manager will consider waivers for personnel in lower grades and other career areas on an individual basis.

e. All course work must be completed in a minimum of 2 weeks and a maximum of 15 weeks from course start date.

PPM 302S is 66 class hours, consisting of 44 hours of group discussion and 22 hours of group study.

Fulfills civilian progression upgrade level requirements.

B. APPLICATION PROCEDURES

You need the following:

A minimum of 12 students (maximum 20) with the required grade levels for the seminar you desire. See AFR 50-5.

An individual qualified to serve as facilitator. This person must be willing to lead all seminar sessions.

PREPARING SEMINAR REQUEST

Send request letter to AFIT/LSA with the following enclosures:

A seminar application form. A lead time of at least 1 month prior to the preferred start date should be allowed due to the demand for these courses.

A facilitator biography in resume.

DD Forms 1556 for all students with legible social security account number (SSAN) and grade/rank. Please arrange names in alphabetical order for easier processing. Two copies of the DD Forms 1556 are necessary. A xeroxed copy of the first page of the 1556 is acceptable.

TCO appointment letter signed by the organizational commander. This individual cannot be the facilitator or a student. If you are able to use the TCO at a local military installation, by all means do so.

PROCESSING SEMINAR REQUEST

As soon as AFIT receives all of the above materials and has approved the facilitator, you will receive a letter confirming the seminar request. Shortly after that (7-10 days prior to the start date), you will receive your seminar materials. You will also be assigned a Seminar Offering Number. This number should be used on all correspondence pertaining to your seminar because it speeds up processing actions.

Please note that there have been occasions when seminar application packages have come to us incomplete. The reasons may be an unqualified facilitator, missing DD Forms 1556, or ineligible students. At times, waivers for attendees and other information may be required. In each case, we will contact you immediately to resolve any apparent problems.

Infrequently seminars may be placed on a waiting list, pending revision of materials or backlogged request. We will do all we can to assist you in arranging a mutually convenient start date.

C. SEMINAR MANAGEMENT

Seminars are conducted at the workplace for a number of reasons. They are convenient, saving both time and money as well as providing an immediately relevant educational environment. In this context, several guidelines are important to follow. Our intent is to ensure success throughout the duration of the seminar. Please note the following:

AFIT normally limits class size to 15 persons. Seminars wishing to have more than 15 persons must justify that the seminar facility will satisfactorily accommodate more than 15 persons. Seminars using video tape presentations must ensure that all students can see and hear the monitor, or have multiple monitors.

Students should be allowed to attend seminars without fear of supervisory interruptions or interference. Calls to AFIT or inquiries to the facilitator concerning student progress in seminars are discouraged.

CERTIFICATE PROGRAMS

PROFESSIONAL DESIGNATION IN LOGISTICS MANAGEMENT

NATURE AND PURPOSE: The Professional Designation in Logistics Management is offered by AFIT, School of Systems and Logistics, in cooperation with the Society of Logistics Engineers (SOLE). It is designed to motivate and recognize the pursuit, through education, of the specialized skills and knowledge capabilities essential to the management of logistics programs.

ELIGIBILITY REQUIREMENTS: All DoD personnel who apply for the program and complete the participation requirements are eligible to be awarded the Professional Designation. The program is offered at no cost to the applicant.

HOW TO APPLY: Applications for candidacy will be obtained from the AFIT, School of Systems and Logistics, Department of Logistics Management (AFIT/LSM), Wright-Patterson AFB, OH, 45433-6583. For information call AUTOVON 785-5023, commercial (513) 255-5023.

REQUIREMENTS FOR AWARD OF THE PROFESSIONAL DESIGNATION: To be awarded the designation, applicants must satisfactorily complete a program of eight courses for the basic certificate and 10 for the advanced certificate. Courses must be currently or historically listed in the catalog and be of 1 week or more in duration. A minimum of four AFIT courses from the DMET Catalog must be completed and a maximum of four other DMET Catalog courses may be applied to the requirement. Alternately, applicants completing courses not listed in the DMET Catalog (i.e., other service school courses or SOLE-sponsored courses at civilian universities or colleges) may petition for their recognition toward the designation. All such courses will be evaluated individually. Additionally, a Master's Degree in Logistics Management from AFIT or a civilian university will be considered satisfactory completion of the course work required for the advanced certificate. Acceptable means of completing courses include residence, onsites, seminars, and correspondence courses determined to be equivalent to resident courses. Additionally, credit will be awarded for a passing score on DoD Civilian Career Knowledge Tests. Transcripts, copies of graduation certificates, or other evidence of successful course completion will be required for review and evaluation.

CERTIFICATE AWARDED: Upon successful completion of the program requirements, an applicant is awarded the Professional Designation in Logistics Management, evidenced by a suitable certificate, which is forwarded to the applicant's immediate supervisor for presentation.

CURRICULUM: The professional designation is awarded upon successful completion of a program of eight courses for the basic certificate and 10 for the advanced certificate. These courses are selected from the following curriculum. To qualify, candidates must complete the minimum number of courses in each of the five categories listed:

CATEGORY	BASIC	ADVANCED
A - Logistics Management Integration	2	2
B1 - Materiel Acquisition	1	2
B2 - Materiel Distribution	2	2
B3 - Materiel Maintenance	1	2
C - Logistics Management Techniques /Tools	2	2
TOTAL REQUIRED	8	10

LIST OF COURSES
BY CATEGORY AND DoD ADMINISTERING AGENCY

CATEGORY A - LOGISTICS MANAGEMENT INTEGRATION

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
LOG 199	Introduction to Logistics (AF)	R/10 days	AFIT/LS
LOG 299	Combat Logistics (AF)	OS/R/12 days	AFIT/LS
LOG 220	AFLC Materiel Management (AF)	R/15 days	AFIT/LS
LOG 224	Logistics Management (AF)	OS/R/15 days	AFIT/LS

[illegible] A - [illegible] LOGISTICS MANAGEMENT INTEGRATION (Con't)

[illegible] NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
[illegible]	Introduction to Management in Logistics	Correspondence	USALMC
SAM-J	Security Assistance Management (JT)	R/20 days	DISAM
SAM-C	Security Assistance Management (JT)	R/15 days	DISAM
SAM-E	Security Assistance Management Executive (JT)	R/5 days	DISAM
LOG-EX	Logistics Executive Development (JT)	C/R/19 wks	USALMC
LOG-MG	Logistics Management Development (JT)	R/20 days	USALMC
ILS-B	Integrated Logistics Support - Basic	R/5 days	USALMC
ILS-A	Integrated Logistics Support (Advanced)	R/15 days	USALMC

[illegible] BY B - LOGISTICS SUBFUNCTION SPECIALITIES
B1 - Material Acquisition

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
[illegible]	Introduction to Acquisition Management (AF)	ES	AFIT/LS
[illegible]	Basic Contract Administration	ES	AFIT/LS
[illegible]	Production Management I	R/30 days	AFIT/LS
[illegible]	Acquisition Planning and Analysis (AF)	R/15 days	AFIT/LS

CATEGORY B - LOGISTICS SUBFUNCTION SPECIALITIES
B1 Materiel Acquisition Con't)

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
SYS 212	Mission Critical Computer Software Support Management (AF)	R/10 days	AFIT/LS
SYS 225	Acquisition Logistics (AF)	R/10 days	AFIT/LS
SYS 227	Financial Management in Weapon System Acquisition (AF)	R/10 days	AFIT/LS
SYS 229	Test and Evaluation Management (AF)	R/8 days	AFIT/LS
SYS 230	Air Force Technical Order Acquisition and Management (AF)	R/10 days	AFIT/LS
LOG 260	Provisioning Management (AF)	OS/R/13 days	AFIT/LS
PPM 304	Advanced Contract Administration (JT)	OS/R/10 days	AFIT/LS
PPM 305	Production Management II (JT)	R/15 days	AFIT/LS
SYS 370	Defense Data Management (JT)	OS/R/9 days	AFIT/LS
SYS 400	Intermediate Program Management (AF)	R/10 days	AFIT/LS
6608	An Introduction to Provisioning Management (AF)	Correspondence	ECI
	Contract Administration	** Equiv Exam	USALMC

CATEGORY B - LOGISTICS SUBFUNCTION SPECIALITIES
B1 - Material Acquisition Con't

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
	Advanced Contract Administration	** Equiv Exam	USALMC
	Production Management I	** Equiv Exam	USALMC
	Production Management II	** Equiv Exam	USALMC
5L-F3	Research and Development Orientation (AR)	R/5 days	USALMC

B2 - Material Distribution

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
LOG 092	Senior Transportation Executive Development Program (AF)	R/10 days	AFIT/LS
8B-F11	Defense Inventory Management Course (JT)	R/20 days	USALMC
8B-F21	Defense Reutilization and Marketing Management Seminar	R/5 days	USALMC
8B-F17	Defense Reutilization and Marketing Operations Course - Advanced	R/15 days	USALMC
8B-F10	Depot Supply Operations Management Course (AR)	R/20 days	USALMC
A-8C-0015	Warehouse Operations Management (NV)	R/10 days	NTMS

CATEGORY B - LOGISTICS SUBFUNCTION SPECIALITIES
B2 - Materiel Acquisition Con't)

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
A-8C-0010	Transportation Management - Introduction (NV)	R/10 days	NTMS
A-8C-0012	Transportation Management - Advanced (NV)	R/10 days	NTMS

B3 - Materiel Maintenance

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
LOG 032	Reliability Centered Maintenance Analysis (AF)	R/5 days	AFIT/LS
LOG 131	Industrial Maintenance Management (JT)	R/15 days	AFIT/LS
SYS 028	Introduction to Configuration Management	ES	AFIT/LS
SYS 228	Applied Configuration Management (AF)	R/9 days	AFIT/LS
LOG 262	Applied Maintenance Management (AF)	OS/R/10 days	AFIT/LS
8A-F3	Army Maintenance Management (AR)	C/R/20 days	USALMC

CATEGORY C - LOGISTICS MANAGEMENT TECHNIQUES/TOOLS

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
QMT 082	Quality and Productivity Improvement Team Process (AF)	OS/R/5 days	AFIT/LS
QMT 089	Alternative Problem Solving Methods (AF)	R/5 days	AFIT/LS

CATEGORY C - LOGISTICS MANAGEMENT TECHNIQUES/TOOLS (Con't)

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
QMT 170	Principles of Contract Pricing (JT)	OS/ES/R/10 days	AFIT/LS
QMT 175	Principles of Cost Analysis (JT)	OS/R/5 days	AFIT/LS
QMT 180	Cost Improvement Curve Analysis (JT)	OS/R/5 days	AFIT/LS
LOG 221	Logistics Managers and Computer Simulation (AF)	R/5 days	AFIT/LS
LOG 290	Combat Capability Assessment (JT)	OS/R/10 days	AFIT/LS
PPM 306	Contractual Aspects of Value Engineering (JT)	OS/R/5 days	AFIT/LS
QMT 335	Reliability and Maintainability Design in Systems Acquisition (AF)	R/10 days	AFIT/LS
QMT 345	Quantitative Techniques for Cost and Price Analysis (JT)	OS/R/14 days	AFIT/LS
QMT 353	Introduction to Life Cycle Costing (JT)	R/10 days	AFIT/LS
SYS 362	Cost/Schedule Control Criteria (JT)	R/15 days	AFIT/LS
SYS 363	Basic Analysis of Performance Measurement Data (JT)	R/5 days	AFIT/LS
QMT 372	Reliability (AF)	OS/R/15 days	AFIT/LS

CATEGORY C -- LOGISTICS MANAGEMENT TECHNIQUES/TOOLS (Con't)

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
CMT 540	Advanced Contract Pricing (JT)	OS/R/10 days	AFIT/LS
CMT 550	Advanced Quantitative Methods for Cost Analysis (JT)	OS/R/15 days	AFIT/LS
CMT 551	Advanced Cost and Economic Analysis (JT)	R/20 days	AFIT/LS
CMT 578	Reliability and Maintainability Research and Applications (AF)	R/15 days	AFIT/LS
6601	Introduction to the Quality Function (JT)	Correspondence	ECI
6603	Management of Value Engineering (JT)	Correspondence	ECI
	Principles of Contract Pricing	** Equiv Exam	USALMC
7A-F10	Economic Analysis for Decision Making (JT)	R/10 days	USAMEC
5L-F1	Project Planning and Control Techniques (JT)	R/10 days	USAMEC
8D-F21	Quality Assurance Orientation Seminar (JT)	R/5 days	USAMEC
8D-F27	Principles and Applications of Value Engineering (JT)	R/5 days	USAMEC

CATEGORY C - LOGISTICS MANAGEMENT TECHNIQUES/TOOLS (Con't)

COURSE NUMBER	COURSE TITLE	MODE/DURATION	AGENCY
None	Defense Resources Management (JT)	R/20 days	DRMC

Legend

R = Residence
C = Correspondence
ES = Enhanced Seminar
OS = Onsite Offering

** Administered by ALMC - AUTOVON 687-1864

CODES FOR ADMINISTERING AGENCIES

AFIT/LS	AFIT School of Systems and Logistics, Wright-Patterson AFB, OH
USALMC	Army Logistics Management College, Fort Lee, VA
USAMEC	Army Management Engineering College, Rock Island, IL
DISAM	Defense Institute of Security Assistance Management, Wright-Patterson AFB, OH
DRMC	Defense Resources Management Education Center, Naval Postgraduate School, Monterey, CA
ECI	Extension Course Institute, Gunter AFS, AL
NTMS	Naval Transportation Management School, Oakland, CA

PROFESSIONAL DESIGNATION IN CONTRACT MANAGEMENT

NATURE AND PURPOSE: The Professional Designation in Contract Management is offered by AFIT, School of Systems and Logistics, in cooperation with the National Contract Management Association (NCMA). It is designed to motivate and recognize the pursuit, through education, of the specialized knowledge and capabilities essential to the professional management of Government contracts.

ELIGIBILITY REQUIREMENTS: All DoD personnel who apply for the program and complete the participation requirements are eligible to be awarded the professional designation. The program is offered at no cost to the applicant.

HOW TO APPLY: Applications for candidacy may be obtained from the AFIT, School of Systems and Logistics, Department of Contracting Management (AFIT/LSP), Wright-Patterson AFB, OH, 45433-6583. For information call AUTOVON 785-3944, commercial (513) 255-3944.

REQUIREMENTS FOR AWARD OF THE PROFESSIONAL DESIGNATION: To be awarded the designation, applicants must satisfactorily complete a program of eight courses related to contract management. Courses must be currently or historically listed in this catalog and completed within the 10 years preceding application. A minimum of four AFIT courses from the DMET Catalog must be completed and a maximum of four DMET Catalog courses may be completed from schools other than AFIT. Alternately, applicants completing courses not listed in the DMET Catalog (e.g., other service school courses or NCMA-sponsored courses at civilian universities, or other university courses) may petition for their recognition toward the designation. All such courses will be individually evaluated. Acceptable means of completing courses include residence, onsite, seminars, and correspondence courses determined by the DMET Board to be equivalent to resident courses. Additionally, credit will be awarded for a passing score on DoD Procurement Knowledge Equivalency Tests. Transcripts, copies of graduation certificates, or other evidence of successful course completion will be required for review and evaluation.

CERTIFICATE AWARDED: Upon successful completion of the program requirements, an applicant is awarded the Professional Designation in Contract Management evidenced by a suitable certificate (signed by the President of NCMA and the Dean of the School of Systems and Logistics), which is forwarded to the applicant's local commander for presentation.

CURRICULUM: The professional designation is awarded upon successful completion of a program of eight courses, four from AFIT and four others. Following is a list of some approved courses from which the candidate may select:

ADVANCED CONTRACT ADMINISTRATION	AFIT PPM 304
ADVANCED COST AND ECONOMIC ANALYSIS	AFIT QMT 551
ADVANCED PROCUREMENT PRICING	AFIT QMT 540
ADVANCED PROPERTY ADMINISTRATION	AFIT PPM 300
ADVANCED QUANTITATIVE METHODS AND COST ANALYSIS	AFIT QMT 550
CONTRACT ADMINISTRATION	AFIT PPM 152
CONTRACTOR OVERHEAD MONITORSHIP	AFIT QMT 355
CONTRACTUAL ASPECTS OF VALUE ENGINEERING	AFIT PPM 306
COST/SCHEDULE CONTROL SYSTEMS CRITERIA	AFIT SYS 362
DOD COST ACCOUNTING STANDARDS WORKSHOP	ALMC ALMC-CE
DEFENSE ACQUISITION & CONTRACTING EXECUTIVE SEMINAR	USN ER
DEFENSE CONTRACT NEGOTIATION WORKSHOP	USN CN
DEFENSE COST & PRICE ANALYSIS	USN PN
DEFENSE SMALL PURCHASE	ALMC ALM 38-17
DEFENSE TERMINATION SETTLEMENT	USN TS

GOVERNMENT CONTRACT LAW	AFIT PPM 302
INDUSTRIAL PROPERTY ADMINISTRATION	AFIT PPM 151
INTRODUCTION TO LABOR RELATIONS	AFIT ECI 6604
INTRODUCTION TO LIFE CYCLE COST	AFIT SYS 353
INTRODUCTION TO QUALIFY FUNCTION	AFIT ECI 6601
MANAGEMENT OF DEFENSE ACQUISITION CONTRACTS COURSE	ALMC 8D-4320
MANAGEMENT OF DEFENSE ACQUISITION CONTRACTS COURSE (ADVANCED)	ALMC 8D-F12
PRINCIPLES OF CONTRACT PRICING	AFIT QMT 170
PRODUCTION MANAGEMENT I	AFIT PPM 153
PRODUCTION MANAGEMENT II	AFIT PPM 305
QUANT TECH/COST AND PRICE ANALYSIS	AFIT QMT 345
SURVEILLANCE OF COST/SCHEDULE CONTROL SYSTEMS	AFIT SYS 361
USAFE BASE PROCUREMENT SEMINAR	USAF N/A

PROFESSIONAL DESIGNATION IN COST ANALYSIS AND PRICE ANALYSIS

NATURE AND PURPOSE: The Professional Designation in Cost Analysis and Price Analysis is offered by the Air Force Institute of Technology (AFIT), in conjunction with the Institute of Cost Analysis (ICA), to recognize those personnel in Cost Analysis/Cost Estimation, Price Analysis/Price Estimating, Program Analysis, Budget Analysis, Management Analysis, Financial Analysis, and related fields who advance their knowledge and skills through continuing professional education and who have successfully completed courses teaching the approved techniques and methods of cost analysis. Cost analysis is a field of endeavor where skilled individuals develop cost estimates for components, or elements, of cost. These estimates may be used for budgeting, weapon systems costing, pricing, life cycle cost comparisons, or evaluation of contractor proposals. It includes cost estimating, system cost analysis, cost and price analysis, and, in general, resource analysis. Completion of the program requires the equivalent of several months intensive study of cost analysis and related subjects.

ELIGIBILITY REQUIREMENTS: All personnel who apply for participation in the program and successfully complete the course requirements (grade C or better) are eligible to be awarded the designation. The program is offered at no cost to the applicant.

HOW TO APPLY: A Program Information Digest, with an application form, can be obtained by writing the Air Force Institute of Technology, School of Systems and Logistics, Department of Quantitative Management (AFIT/LSQ), Wright-Patterson AFB, OH, 45433-6583. For information call AUTOVON 785-6280, commercial (513) 255-6280.

REQUIREMENTS FOR AWARD OF THE PROFESSIONAL DESIGNATION: The applicant must successfully complete eight courses in the Cost Analysis and Price Analysis field; four core courses and four elective courses. The four core courses may be selected from seven continuing education courses offered at AFIT, at least two of which must be taken in residence or onsite offerings, and at least one must be a 500-level course. The four electives may be selected from the suggestions described in the electives list below. Four of the eight total courses must be taken through AFIT resident or onsite offerings. Equivalent courses from other accredited schools and universities can count toward the requirements up to a maximum of four courses. Equivalence will be determined by an AFIT faculty panel on a case basis.

CORE COURSES (four of the seven are required):

QMT 170, Principles of Contract Pricing, AFIT/LSQ
15 days
QMT 175, Principles of Cost Analysis, AFIT/LSQ
10 days
QMT 180, Learning Curve Analysis, AFIT/LSQ
5 days
QMT 345, Quantitative Techniques for Cost and Price Analysis, AFIT/LSQ 14 days
QMT 540, Advanced Procurement Pricing, AFIT/LSQ
10 days
QMT 550, Advanced Quantitative Methods for Cost Analysis, AFIT/LSQ 15 days
QMT 551, Advanced Cost and Economic Analysis, AFIT/LSQ
20 days

ELECTIVE COURSES (one course is required from each of the four categories) The courses listed are examples of DMET courses that would satisfy the requirement:

MANAGEMENT

Introduction to Life Cycle Costing Management, AFIT/LSQ, QMT 353
10 days
Military Comptrollership, USAIA, 7D-45
4 weeks, 4 days
Professional Military Comptrollers Course, LMDC-501
39 class days
Management of Defense Acquisition Contracts (Adv), ALMC, 8D-F12
14 days
Advanced Contract Administration, AFIT/LSP, PPM 304
13 days

QUANTITATIVE METHODS/ANALYSIS

Economic Analysis for Decision Making, AMETA, 7A-F10 10 days
Cost Analysis of Decision Making, ALMC-CB
20 days
Cost Estimating for Engineers, ALMC-CC
10 days
Advanced Cost and Economic Analysis, QMT 551
(if not used as a core course)
20 days
Advanced Quantitative Methods for Course Analysis,
QMT 550 (if not used as a core course)
15 days
Quantitative Techniques for Cost and Price Analysis, QMT 345
(if not used as a core course)
14 days

ACCOUNTING/COST CONTROL

Contractor Overhead Monitorship, AFIT/LSQ, QMT 355
10 days
Cost/Schedule Control Systems Criteria, AFIT/LSY, SYS 362
20 days
Analysis of Performance Measurement Data, AFIT/LSY, SYS 363
6 days

PROGRAMMING OR SOFTWARE APPLICATION COURSE

AFIT is not currently offering a PCE course that qualifies as satisfying this elective; however, a computer elective is still required. Recommended alternatives are: (1) any college-level computer programming course, (2) any Government or contractor formal training course of 40 class hours or more that requires the student to interface with the computer in order to solve problems. Topics such as flow charting, data entry, file establishment, programming, modeling, and software application should be covered. Combinations of computer courses that total 40 hours may also be acceptable.

CERTIFICATE AWARD: When the requirements have been completed, a certificate entitled "Professional Designation in Cost Analysis and Price Analysis" is awarded. The certificate is signed by the President of the Board of Directors of the Institute of Cost Analysis and the Dean of the School of Systems and Logistics. The award recognizes your efforts, enhances your credibility as a professional, and provides a visible symbol of your accomplishments.

CONTRACTOR PERSONNEL TRAINING

In accordance with AFR 55-5, "USAF Formal Schools," contractor employees of the Air Force may be admitted to class(es) if the contract (to provide equipment or services) specifically provides for training, and/or the request for training is approved by the cognizant Administrative Contracting Officer (ACO) and by AFIT (AFIT/XPO, Wright-Patterson AFB, OH 45433-6583).
The contractor employee submits a written request to the cognizant ACO. If the ACO approves the request, the ACO forwards the request to AFIT/XPO approximately 60 days before the beginning of class. If AFIT/XPO approves the request, AFIT/XPO informs the school that the prospective student may be enrolled. The school notifies the student. The following is a sample letter by the ACO:

TO: AFIT/XPO
Wright-Patterson AFB, OH 45433-6583

"Request the following individual be approved to attend the identified course on a space available basis:

Name of Applicant:
Home Address:
SSAN:
Date of Birth:
Home Telephone:
Company and Address of Employing Company:
Position/Title of Applicant:
Office Telephone of Applicant:
Name and Mailing Address of Recommended Training Source:
AFIT/School of Systems and Logistics (Student Operations)
Wright-Patterson AFB, OH 45433-6583
Course Title and Catalog Number:
Course Dates:
Does the applicant meet the course prerequisites?"

Accompanying the letter of request must be an Agreement of Indemnification, a sample of which follows:

"The contractor and its employee(s) agree to indemnify and hold the United States harmless, whether in tort or in contract, for any and all loss or liability for injury to or death of contractor

personnel in transit to or from or during the period of attendance at any training or school provided by the United States. This indemnification and hold-harmless agreement shall apply whether or not the training or school is provided for under contract between the parties to this agreement."

Two signatures should be attached to this agreement: that of the proposed student and that of the contractor or authorized contractor representative.

To review tuition and book fees, please call AFIT/XPO at AUTOVON 785-5402, commercial (513) 255-5402.

CORRESPONDENCE PROGRAM

Presently five correspondence courses are available for immediate enrollment. Courses 6603 and 6606 have been certified by the Defense Procurement Career Management Board as satisfying the career progression requirements for resident course PPM 306 and PPM 152, respectively. Reference: DoD Manual 1430.10-M-1. For information about correspondence courses call ECI, AUTOVON 446-4536, commercial (205) 279-4536.

A. AVAILABLE COURSES

6601 (DoD) — Introduction to the Quality Function. (No parallel course in residence.)

Objective: This one-volume course provides an introduction to the philosophy and policies for quality assurance. Emphasis is given to the application of quality matters in an industrial/military environment. The basic methods and techniques that have assisted industrial/military resource managers to conduct effective quality assurance programs are explored.

6604 (AF) — Introduction to Labor Relations for Air Force Supervisors. (No parallel course in residence.)

Objective: This one-volume course provides a familiarization of the development and impact of the labor union movement in the United States and the Federal Government. It covers the growth and characteristics of the U.S. labor movement, public policy toward organized labor in the United States, and the Civil Service Reform Act of 1978, Title VII. It is primarily designed to familiarize supervisors with the development of the U.S. labor movement and the increasing impact this movement has on each of us.

6606 (DoD) -- Contract Administration. (This ECI course has been granted equivalency to resident course PPM 152 for Civil Service upgrading in career fields 1101 and 1102.)

Objective: This two-volume course furthers the basic knowledge and skills of DoD personnel performing contract administration of Government contracts. This course is designed to assist those assigned in the contract administration area to better understand their duties and responsibilities. The course emphasizes the major contract administration functions outlined in FAR Part 42.

6608 (DoD) -- Introduction to Initial Provisioning. (This course has been granted equivalency to resident course LOG 260.)

Objective: This one-volume course provides an understanding of the provisioning process associated with the acquisition of new weapon systems and equipment entering the Air Force inventory. The course is specifically directed at personnel assigned to the AFLC Air Logistics Centers in such areas as provisioning, equipment, standardization, requirements, and cataloging, and to those logistic/program managers at headquarters/MAJCOM-level who actively participate in the initial provisioning process.

B. ELIGIBILITY REQUIREMENTS

The rank/grade requirements for applicants parallel those of the resident courses. These courses are open to officers, enlisted personnel (E-7, 8, and 9) of the U.S. Air Force, Army, Navy, Marine Corps, Coast Guard on active duty, and members of the Air Force Reserve and National Guard as well as U.S. Civil Service employees.

C. ENROLLMENT PROCEDURES

Enrollment application for members of all Services should be made on ECI Form 23, ECI Enrollment Application. These forms may be obtained at your local base education office. For those without access to a base education office, the forms may be obtained by writing to the ECI registrar at ECI/EDOR, Gunter AFS, AL 36118. The completed Form 23 should be forwarded to:

ECI/EDOR
Gunter AFS, AL 36118

D. COURSE ADMINISTRATION

These courses must be completed within 12 months of the enrollment date, including the course examinations and retake if required. For further information concerning enrollment and administration procedures, please consult the USAF ECI Catalog and ECI Guide.

NOTE: AFIT is not involved in the following administrative procedures: Course extensions, disenrollment, etc. Please contact the ECI registrar when these changes are necessary. Student inquiry forms (ECI Form 17) are included in your package of materials. For assistance, call AUTOVON 446-4536/4331; commercial (205) 279-4536/4331.

E. AVAILABILITY OF NEW CORRESPONDENCE COURSES

Course 6611, which is equivalent to resident course SYS 100, Introduction to Acquisition Management, has been developed. It will be available approximately August 1990 through the Extension Course Institute. The course presents basic policy, terminology, and processes in the areas of acquisition and program management.

LOG 199, Introduction to Logistics, will also be offered as a correspondence course. It is designed to prepare Air Force personnel for entry into the logistics field by providing a conceptual overview of Air Force logistics, the environment including organizations involved, planning, the integration of logistics systems, functions, principles, processes and issues. After development it will become Course 6612, and will be available approximately January 1991.

DEPARTMENT OF THE AIR FORCE

SECTION A

AIR FORCE INSTITUTE OF TECHNOLOGY

COURSE DESCRIPTIONS

Course Title: ACQUISITION LOGISTICS
SYS 225 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides the student with a broad-based understanding of the logistics activities involved in the acquisition/modification of systems and equipment.

SCOPE: The course design enables students to gain an understanding of the wide range of early logistics activities necessary to support the design, production and deployment of systems and equipment. It provides insight into the methods of identifying mission deficiencies, the acquisition process and the elements of logistics. It exposes the student to some of the logistics tools and techniques used in the acquisition cycle to improve system readiness and supportability (i.e., Logistics Support Analysis, Configuration Management, Financial Management, Contractor Support, Lessons Learned, Contracting, etc.) The main thrust of the course is for students to realize the importance of the interface between logistic support planning and the systems engineering process.

PREREQUISITES: The following military grades are eligible: Second lieutenant through lieutenant colonel; technical sergeant through chief master sergeant; civilian grades GS-7 through GS-13. In addition, each student must be currently assigned or expecting assignment to a position meeting the following criteria. (These criteria are listed in descending order of precedence and should be used in selecting individuals to fill allotted quotas.)

a. Individuals assigned to a position with overall logistics management responsibility for an acquisition program (i.e., DPML/ILSM, air logistic center systems program management personnel, program managers, etc.).

b. Individuals assigned to duty in specific logistics disciplines (i.e., provisioning, technical data, computer resources support, etc.) in direct support of an acquisition program.

c. Individuals assigned responsibilities directly affected by the acquisition logistics process (i.e., cost analysts, staff personnel, auditors, etc.).

NOTE: Individuals may not attend this course if they have completed the Air Force Acquisition Logistics Center's Deputy Program Manager for Logistics Course (AFALC 001), the Army Integrated Logistics Support Management Techniques in Material Acquisition Course (ALMC-ME) or the Defense Systems Management College's Management of Acquisition Logistics Course (MSMC-24) within the last 3 years.

SELECTION PROCEDURES: Initial review of application DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, and student selection are performed by MAJCOM/DP or appropriate training office. A request for waiver with justification is permitted. Final review and approval of student selection and waiver requests are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ACQUISITION PLANNING AND ANALYSIS
SYS 200 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to prepare program/project managers for basic management level task accomplishment in a program office. The course provides the upgrade education requirement for AFSC 2721.

SCOPE: Course content is oriented at further developing and enhancing the professionalism of program/project managers and program analysts. The course builds on the overview of acquisition management which the students have from SYS 100, the System Acquisition School, or AFALC 001, and from their work experience in an acquisition job. The content is structured in three management functional areas: planning, executing, and controlling. Interwoven through the course are practical System Program Office (SPO) processes such as generating a program objective memorandum (POM), writing a Statement of Work (SOW), using cost estimating resources, analyzing contractor performance, and developing planning networks. The course emphasizes exercises, problems, and simulations to ensure comprehension of skills and information.

PREREQUISITES: Completion of AFIT courses SYS 123, SYS 223, SYS 130, AFALC 001, AFSC Systems Acquisition School or equivalency exam are required. A minimum of 2 years of acquisition experience after completion of the academic prerequisite. Assignment as a program/project manager or program analyst or a duty AFSC of 2721 or 99501. AF officer, O-3 and above; AF enlisted personnel in grades E-6 through E-9 with reporting identifier 99501; AF civilian, GS-9 and above are eligible. Prerequisites will not be waived. Students should bring portable calculators to class.

NOTE: Individuals in series 2721 working in financial management, configuration management, integrated logistics support, or test and evaluation do not need SYS 200 for upgrading purposes. Instead, they should take SYS 227, SYS 228, SYS 225, or SYS 229 as appropriate.

SELECTION PROCEDURES: Student nomination and initial review of application and applicant's records for prerequisites are performed by MAJCOM/DP or appropriate training office. Final review and selection are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ADVANCED CONTRACT ADMINISTRATION
PPM 304 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: This course provides the student the opportunity for an intensive review of areas of importance in contract management. Additionally, through the use of school and student case problems, this course provides the environment for the students to improve their ability to identify and evaluate relevant facts and analyze alternative solutions. Emphasis is placed on providing students with an opportunity to develop an attitude, a point of view, an outlook, or a frame of mind so that they may become more responsive and responsible in the management of Government contracts.

SCOPE: Emphasis is on the participative methods of instruction. Lectures will be used sparingly for information and updating purposes. Students will be prepared to participate in class discussions. Students are also expected to relate and share with one another, in the classroom environment, their practical experiences. Each student will prepare and submit a written

contract management workshop problem. The problem should be selected from firsthand contract administration experiences of the student and may involve any aspect of contract management. The problem will be submitted for review on the first day of class. Students will then present their cases on the appropriate class day. Subject areas such as accounting principles, contractor controls, contract administration organizations, terminations, disputes, subcontractor controls and relationships, etc., are reviewed.

PREREQUISITES: Active duty Commission Officer, 0-2 or higher, with a minimum of 3 years' experience in contracting; NCOs, E-7 and higher, with 3 years' experience in contracting will be considered through a waiver request; civilians, GS-09 or higher, with a minimum of 3 years' experience in contracting; and contractor personnel who have a minimum of 3 years' experience in contracts. In addition to experience qualifications, the individual must have satisfactorily completed the Management of Defense Acquisition Contracts Course, 8D-4320 (JT). The student must wait at least 1 year after completion of this course before being eligible to register for PPM 304. Personnel not meeting the above requirements may submit an application for waiver. Each application of waiver will be evaluated on its individual merits.

SELECTION PROCEDURES: The initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ADVANCED CONTRACT PRICING
QMT 540 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: The objective of this course is to develop capability in advanced pricing techniques used in the estimating and analyzing of cost in large procurements.

SCOPE: This is the final course for pricing and procurement personnel in the DoD cost and price analysis curriculum. It provides the experienced procurement analyst with the statistical and accounting tools necessary to analyze costs, establish cost estimating relationships, and develop reasonable cost estimates in

large system procurements. The course examines statistical analysis, regression analysis, leasing, selected special topics, and computer applications.

PREREQUISITES: Successful completion of QMT 345 is required. First lieutenants and above or civilians, GS-9 and above, engaged in the procurement of large systems are eligible for attendance.

SECURITY CLEARANCE: None.

Course Title: ADVANCED COST AND ECONOMIC ANALYSIS
QMT 551 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 20 Class Days

PURPOSE: This course provides extensive application of advanced techniques for estimating costs of acquisition and support of weapons systems as well as developing the judgment necessary for selecting appropriate estimating techniques and correctly interpreting the results.

SCOPE: This is the final course for costing personnel in the DoD cost and price analysis curriculum. It provides the experienced cost analyst with the mathematical and statistical tools necessary to develop cost estimates for weapons systems. The course covers estimating the cost of an entire weapons system, advanced regression techniques, treatment of uncertainty in cost analysis, forecasting, use of models, estimating operations and support, and performing economic analysis. This course will be offered every other fiscal year (FY).

PREREQUISITES: Successful completion of QMT 550, Advanced Quantitative Methods for Cost Analysis, is required. Students with exceptional qualifications may submit a request for waiver from QMT 550 requirement. Request must contain a description of their education and experience. Officers in the grades of 0-2 and above or civilian personnel in the grades of GS-9 and above who are engaged in cost analysis or cost estimating are eligible for attendance.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ADVANCED PROCESS CONTROL METHODS
QMT 089 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: The objective of this course is to learn how to use Advanced Statistical Process Control Methods to improve the quality of products and services.

SCOPE: This is an advanced course in Statistical Process Control. The course is built around a technique called the analysis of means (ANOM). AF and other DoD personnel currently using Statistical Process Control will find this course useful.

PREREQUISITES: QMT 090 or comparable courses in Statistical Process Control and involvement in group decisionmaking processes. Waivers will be granted on an individual basis.

ADMINISTRATIVE INSTRUCTIONS: The initial review of applications (DD Form 1556) and student selection will be performed by MAJCOM/DP or the appropriate training office. Final review and selection approval will be controlled by the AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ADVANCED PROPERTY ADMINISTRATION
PPM 300 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides experience to DoD property administrators and other Government personnel whose duties and responsibilities relate to the management of Government-owned property in the possession of contractors. It provides the student an opportunity for increased understanding of the magnitude, complexity, and importance of the property administration function as an element of the contracting and contract administration effort. PPM 300, Advanced Property Administration, is an accredited upper level, undergraduate degree course. Students who obtain a successful grade score upon completion will be granted two undergraduate, quarter-term credits.

SCOPE: Course content covers planning, organization, and conduct of the property administration function with emphasis on critical analysis of current management policy and practice at three top

levels: top DoD management, management of DoD field activities of all Services and DLA, and contractor management. Topics relate to objectives and organization, policy, programs, procedures, and problems. Major concerns are objectives and methods of DoD surveillance over contractor efforts to manage Government-owned facilities, special tooling, special test equipment and material with particular emphasis on complex property control systems used in highly diversified industrial operations. Analysis of contract clauses related to property management, analysis of systems deficiencies and investigation of contractor liabilities are also included. Methods of instruction include lecture discussion and small group discussions, with emphasis on student participation. Individual and group study of problems are required with written analysis and oral presentation expected of each student.

PREREQUISITES: Individuals eligible for attendance are military and civilian experienced property administrators or industrial property management specialists supervising or managing a Contract Property Administration effort. Primary candidates are GS-1103, grades 9-13 with over 2 years in the property field or a related area. Other personnel in the contract management field concerned with management of Government-owned property held by contractors are encouraged to attend. Candidates must have completed PPM 151 at least 1 year before admission to PPM 300. Waiver requests will be considered. In addition to resident offerings, this course is offered in the onsite mode.

SELECTION PROCEDURE: Initial review of applications (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection are approval controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ADVANCED QUANTITATIVE METHODS FOR COST ANALYSIS
QMT 550 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: The objective of this course is to develop the more advanced skills and understanding of regression analysis as used in the estimation of complex system costs.

SCOPE: This is an advanced course in the DoD curriculum for cost and price analysis, and provides an indepth study of regression analysis as applied in systems cost estimating and analysis. Topics covered are single and multiple input linear (Y=a+b*X) and multiplicative (Y=a*X**b) relationships, with the emphasis on

evaluating whether the relationship provides reliable cost estimates. Selected special topics in cost analysis are also presented. Case problems are used with each topic, as student applications of the methods learned. Both the topic presentations and the student case problems emphasize analyzing computer output and making cost-estimating decisions based on this analysis.

PREREQUISITES: Successful completion of QMT 345 or equivalent is required. Students with exceptional qualifications may submit a request for waiver from QMT 345 requirements. Request must contain a description of their education and experience. First lieutenants and above or GS-7 and above who are engaged in cost analysis or cost-estimating are eligible for attendance.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: AFLC MATERIEL MANAGEMENT
LOG 220 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course improves the management effectiveness of key personnel assigned to materiel management and related activities providing support to the Air Force and other DoD agencies. It also familiarizes students with the structure, philosophy, policies, functions, processes, and systems of Air Force logistics, with particular reference to impacts on materiel management.

SCOPE: Course content is oriented to the broad spectrum of Air Force logistics covering the activities of HQ AFLC, the Air Logistics Centers (ALCs) and the Director of Materiel Maintenance (DMM) in planning and programming, weapon system development and acquisition, the determination of requirements, funding, cataloging, storage, distribution, use, repair, modification, and eventual disposal of materiel. Emphasis is placed throughout on item management and system management, with special orientation to the computer environment in which this management is exercised. Student's attention is directed to: Roles of the system manager and the item manager; relationships between AFLC, Air Force System Command (AFSC), and other DoD agencies in weapon system

development, acquisition, and support; and interrelationships between DMM and the Air Force bases, HQ AFLC, and other DoD agencies.

PREREQUISITES: Individuals eligible for attendance are: Key personnel assigned to materiel management and related activities, military grades captain through colonel, civilian grades GS-11 through GS-14. Grade waivers will be considered in exceptional cases. International student ECL 80.

NOTE: This course is available in correspondence mode through ECI.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: AIR FORCE TECHNICAL ORDER ACQUISITION AND MANAGEMENT
SYS 230 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course teaches the concept and management of the USAF Technical Order System in accordance with established Air Force policies and regulations as primarily related to acquisition.

SCOPE: Air Force policies and responsibilities will be discussed in relation to the preparation, review, acceptance, and dissemination of Technical Orders (TOs). The DoD Computer-Aided Acquisition and Logistic Support (CALS) concept along with Air Force automation of data will be discussed. The course will develop the TO acquisition concept from its inception and discuss the various types of TOs, role of the major Air Force commands in implementing an effective TO system, industry's role in preparation of TOs, validation and verification of TOs, and the numerous other actions necessary to ensure that TOs are available to Air Force users on a timely basis. It is important to understand this is not a course in how to set up and maintain a TO library.

PREREQUISITES: Students should have an actual or anticipated assignment to a responsible position in MAJCOM, ALC, AFALC, System Program Office/Project Office, or in support of activities for managing the acquisition of TOs. Nominees should have demonstrated potential for managerial development and have a basic understanding of the Air Force Technical Order System. Preference is given to civilians GS-7 to GS-12; military, first lieutenant through lieutenant colonel, and technical sergeant through chief master sergeant.

ADMINISTRATIVE INSTRUCTIONS: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training officer. Final review and selection approval are controlled by AFIT/LS course director. Students should only report if they receive specific notification from AFIT.

COURSE CREDIT: Students who successfully complete the course will receive 2 undergraduate credit hours.

SECURITY CLEARANCE: None.

Course Title: APPLIED CONFIGURATION MANAGEMENT
SYS 228 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 9 Class Days

PURPOSE: This course enhances the management effectiveness of personnel assigned to, or working directly in support of, the configuration management function in an SPO. Students with a basic understanding of the principles and techniques of configuration management are able to expand that understanding and to apply it to simulate configuration management events and documentation. (The events covered by the simulations relate to the development and acquisition of items.) Detailed lectures about configuration management and functional elements that support it are provided.

SCOPE: Actual program documentation (such as the contract, SOW, contract data requirements list and specifications) are utilized to involve the students in the simulation problems. Problems include the drafting of an SOW for a new contract, reviewing specifications prior to authentication, conducting a combined functional/physical configuration audit, and processing an engineering change proposal through a change control board.

PREREQUISITES: Applicants should either have a responsible configuration management position, have a management position where configuration management is directly involved, or be in

training for a responsible configuration management position. Individuals nominated should have demonstrated a potential for managerial development. At least 4 months of SPO experience is required. Logistics command personnel directly involved with systems items under development will also be considered. Second lieutenants through lieutenant colonels, and GS-7 through GS-14 (or GM-14) are eligible. Requests for grade and position waivers will be considered.

NOTE: Applicants must have successfully completed course SYS 028 or an AFIT-sponsored, configuration management seminar. This course prerequisite will not be waived, although an equivalency exam is available.

ADMINISTRATIVE INSTRUCTIONS: The site monitor for configuration management with the local training office makes the initial review of applications (DD Form 1556) and preliminary selection of attendees and alternates to fill assigned quotas. Normal PMS/DD Form 1556 processing timeframes apply. The AFIT/LS course director controls final review and approval of applications. Applicants should not be allowed to proceed without formal AFIT approval through PMS.

SECURITY CLEARANCE: None.

Course Title: APPLIED MAINTENANCE MANAGEMENT CONCEPTS
LOG 262 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: This course provides maintenance managers/supervisors with a background of executive skills which can be applied to the management functions of base-level maintenance. The practicing maintenance manager is exposed to the latest concepts in management science and is provided a vehicle for further development and application of these skills within the professional environment.

SCOPE: Course content emphasizes the comprehension of current management theory and provides opportunities through seminars, exercises, and management simulations to apply theory and technique to current management problems confronting base-level maintenance managers. Students are exposed to the latest trends within the maintenance field. Current maintenance topics include development of DoD and Air Force maintenance policy, maintenance management information systems (CAMS), reliability-centered maintenance (RCM), the logistics environment, configuration

management, repair cycle processing, reliability and maintainability theory, quality concepts in management, scheduling and planning activities, conflicts in management, and general systems theory (GST) which emphasize the interrelationships of various logistics functions. Current topics include philosophies related to communication, decisionmaking, problem-solving, goal-setting, management information systems, and time/event management. The course provides an evaluation of the participant's managerial style and offers a broad spectrum of alternative styles and approaches. The student has access to enrichment material within the AFIT Learning Resource Center which includes speed reading courses, various management seminars, basic computer language courses, and self-paced, computer assisted learning material.

PREREQUISITES: Primary consideration will be given to Air Force personnel first lieutenant through lieutenant colonel, technical sergeant through senior master sergeant, and GS-7 through GS-11, or wage grade wage scale equivalent. Nominees must be currently assigned or pending assignment to an operating command position in one of the following career fields: Communications-electronics, missiles, aircraft, or munitions. One year of field experience at the operating command level is required. USAF personnel in other logistics-related career fields or levels of assignment who desire to attend should submit a request for waiver with their DD Form 1556. Students must be high school graduates although some undergraduate college experience is desirable. Students are encouraged to bring calculators to support various course requirements. ECL 80.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: BASIC ANALYSIS OF PERFORMANCE MEASUREMENT DATA
SYS 363 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course provides program office personnel with the methodologies for analyzing the performance measurement data reflected on Cost Performance Reports (CPR) and Cost/Schedule Status Reports (C/SSR). The objectives of the course are for each student to:

a. Understand the concept and mechanisms for measuring performance.
b. Understand how the CPR and C/SSR reflect performance measurement data.
c. Understand the techniques for analyzing contractor performance and representing contract/program status.
d. Forecast impact of performance by generating revised estimates of cost at completion.

SCOPE: Course content consists of lectures, discussions, and individual and group exercises in three subject areas. The "basic concept" area includes presentations on the Performance Measurement Baseline (PMB) and the mechanism for measuring performance to this baseline. The "reports" area includes an in-depth presentation of the formats and performance data reflected on the CPR and C/SSR; a case exercise is employed to give students practice in extracting meaningful information from the performance measurement reports. The "analysis techniques" area includes presentations on basic analytical methods and status presentation techniques; data interpretation and the potential for data distortion is also taught. This third area includes an individual exercise on data analysis and a comprehensive group exercise requiring data interpretation, performance analysis, and program status presentation. This third area also teaches forecasting techniques, and the group exercise requires students to analyze contractor forecasts and generate Estimates at Completion (EAC) of their own.

NOTE: This course does not include a discussion of the C/SCSC.

PREREQUISITES: This course is designed for military officers, civilian personnel in grades GS-7 or higher, and NCOs in the grades of E-6 through E-9 whose duties includes performing analysis of CPR or C/SSR. Potential students must be in a program control or other program office utilization duty assignment. A background in cost or price analysis, auditing, or financial or program management, is suggested and all students should have a mathematical understanding of algebra and simple graphing methodology. Students who have previously completed SYS 360, Evaluation of C/SCSC; SYS 361, Surveillance of C/SCSC; or SYS 362, C/SCSC, should not apply for SYS 363 since the concepts taught in SYS 363 are also taught in each of the other three courses. This course is intended to aid those who must work with CPRs and/or C/SSRs but who do not get involved with the contractor's performance measurement system for generating these reports. Students should bring portable calculators to class.

SELECTION PROCEDURES: Initial review of applications (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review selection approvals are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: COMBAT CAPABILITY ASSESSMENT
LOG 290 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides practical training for AFLC's Weapon System Management Information System (WSMIS), particularly the Sustainability Assessment Module (SAM). All four modules of WSMIS are presented with an emphasis on the management uses of the information system. WSMIS is a standard Air Force information system used for providing units with their readiness and capability status. Although all four modules are covered, particular attention is focused on SAM and the Dyna-METRIC model. The course develops necessary background in statistics, probability and modeling concepts, operational planning, war reserve materiel (WRM) program and associated requirements process, analysis techniques and computer operations. The evolution of the underlying theory of the model is reviewed and critiqued. The major part of the course involves several "hands-on" exercises using hypothetical war plan scenarios.

PREREQUISITES: Eligible are military officers, senior NCOs, and civilian personnel, minimum grade GS-7, who are currently assigned or pending assignments to duties involving the use of WSMIS. Although directed toward students without experience in any aspect of the system, some familiarity with probability theory and professional or personal experience with computers is very helpful. Students are encouraged to bring calculators to support course requirements.

SECURITY CLEARANCE: None.

Course Title: COMBAT LOGISTICS
LOG 299 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides an overview of the wartime role and responsibilities of the logistics manager and an understanding of how logistics contributes to the overall war effort. An introduction to combat logistics planning, strategies, and contingency procedures that will likely be implemented in a wartime scenario is also provided.

SCOPE: Course content consists of logistics in wartime; lessons learned in WWII, Korea, Vietnam, and other conflicts; current procedures and concepts including depot surge, aircraft battle damage repair, combat supply, logistics CJ, prepositioning, combat environment, Airland battle, strategic mobility, and Soviet logistics. Planning includes a review of mobilization exercises, joint operations planning system (JOPS) deliberate planning, Crisis Action System, and the Joint Deployment Agency logistics impact on operation planning. Students complete a simulated force planning process including transportation feasibility estimates and shortfall resolution. This course concludes with an examination of near term logistics systems and the logistics environment of the future.

PREREQUISITES: Eligibility requirements are captain, master sergeant through chief master sergeant, and civilians (GS-9 through GS-13) in the logistics career field assigned to operational logistics positions at joint and unified commands, major/intermediate command headquarters, and wing/base level. A college degree is strongly recommended.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are by AFIT/LS course director.

SECURITY CLEARANCE: SECRET.

Course Title: COMPUTER SOFTWARE APPLICATIONS
CMT 185 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: This course provides the basic skills necessary to use the COPPER IMPACT library of programs and cost models with further applications for other systems in the area of electronics spreadsheet and data base management. The student is able to quickly acquire a wide variety of computer capabilities without actually being familiar with a computer language.

SCOPE: Course content covers systems and editing features of the COPPER IMPACT system; data base creation; system simulation models; statistical/mathematical models, SAS including univariate statistical analysis, regression analysis, learning curve routines, and graphics; electronic spreadsheet applications; data base management; and the use of Proposal Pricing System (PPS). In addition, new concepts and subjects will be added as they become available on the COPPER IMPACT. The lecture/case analysis method is used with significant time spent in actual computer terminal operation.

PREREQUISITES: No computer background is required for this course; however, the applicant should be knowledgeable in the area of cost and price analysis. The candidate's organization should have access to, or anticipate access to, the COPPER IMPACT system.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: CONTRACT EXECUTIVE COURSE
PFM 057 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 5 Class Days

PURPOSE: To provide an opportunity to develop conceptual, human relations, and technical skills applied by executives, managers, and team leaders in Department of Defense (DoD) Contract Administration Offices (CAO).

SCOPE: This course is specifically oriented to executive management and problem solving within the CAO. New policies and initiatives which affect defense contract administration will be discussed. Communication, professionalism, and team building strategies are emphasized. Senior level CAO managers, staff, ACOs, TCOs, and buying activity Contracting Officers (COs) are given the opportunity to examine priorities and goals within the CAO.

PREREQUISITES: Eligible are active duty military O-4; civilian GS/GM-13 or higher (1101 & 1102 series) whose job is primarily postaward oriented.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval is controlled by AFIT.

SECURITY CLEARANCE: None.

Course Title: CONTRACTOR OVERHEAD MANAGEMENT
QMT 355 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides training for personnel involved in any phase of the contractor overhead process including rate development, planning and budgeting, pricing and negotiating, incurred cost analysis, auditing, and surveillance and monitoring of contractor overhead expenditures. Targeted functions are auditors, engineers, contracting officers, buyers, negotiators, cost monitors, attorneys, and management analysts.

SCOPE: Course content includes a survey of indirect cost theory, including development of the overhead rate, application of the overhead rate to contractor base costs, indepth discussions of Cost Accounting Standards central to the overhead process, analysis of FAR 31.205, Federal Acquisition Regulation cost principles, detailed discussions of Independent Research and Development/Bid and Proposal Costs (IR&D/B&P) and General and Administrative costs (G&A). Emphasis is on cost avoidance with detailed discussions on cost and cost monitoring programs, with development and application of cost monitoring plans including detailed operational review programs. A comprehensive group integrating problem is used to provide practical experience in analyzing contractor overhead.

PREREQUISITES: Eligibility requirements are officer, 0-2 and above, or civilian, GS-9 and above.

PCE CREDITS: Approved for 60 PCE hours by the Ohio State Board of Accountancy.

LOCATIONS OFFERED: Available both at Wright-Patterson AFB and on an onsite basis as requested (onsite requires a minimum of 18 students).

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or the appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: CONTRACTUAL ASPECTS OF VALUE ENGINEERING
PPM 306 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course provides an awareness of the methods and objectives of value engineering (VE) and more particularly of the value engineering contract clauses, their provisions and applications.

SCOPE: Course content is designed to meet the needs of Government personnel responsible for negotiating, reviewing, approving, administering, and evaluating the contractual value engineering effort of defense contractors. Included are examples whereby reductions in development and weapon system costs were accomplished without compromising approved technical requirements. Also provided is a brief exposure to the interrelationship between the engineer, the buyer, and the contract administrator inherent in productive VE projects. An analysis is made of VE incentive and program requirement clauses in use.

PREREQUISITES: Eligibility requirements are military and civilian personnel assigned as contracting officers (ACOs and procurement contracting officer (PCOs)), and cost analysts and other personnel who directly participate in VE contractual agreements and performance. This course is not meant to instruct specialists in the practice of the VE discipline, but may be useful to them. In addition to resident offerings, this course is offered in the onsite mode.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: COST IMPROVEMENT CURVE ANALYSIS
(formerly called Learning Curve Analysis)
QMT 180 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course is designed to develop the student's capability to analyze the effects of the Cost Improvement Curve phenomenon in a production environment and to utilize the analysis as a basis for predicting future production costs.

SCOPE: Course content provides the analyst with a working knowledge of cost improvement curve theory, competence in ability to apply different mathematical formulations of the cost improvement curve, and an understanding of how the basic assumptions of the cost improvement curve model interact with realities of production environment. Emphasis is placed on the application of the unit (or Being) and cumulative average (or Northrop) cost improvement curve formulations. Various techniques will be presented for estimating perimeter(s) necessary to define a particular cost improvement curve, both in preproduction and production environment. Students will be required to demonstrate their skills by solving short problems and analyzing cases. Introduction to the computer as a tool in conjunction with quantitative analytical techniques is also given.

PREREQUISITES:

1. Successful completion of one of the following is required:

   a. QMT 175, Principles of Cost Analysis
   b. QMT 170, Principles of Contract Pricing
   c. Defense Cost and Price Analysis Course (PN)

2. Every prospective student must have working knowledge of algebra to include the ability to solve linear equations and work with logarithmic and exponential functions. This knowledge is necessary for successful completion of the course and can be obtained by taking a formal algebra course. Once a student has been accepted, AFIT will mail the student a math study guide. This guide is intended as a review only, not as a substitute for a formal course.

3. Eligibility requirements are military personnel, commissioned and NCOs, civilian personnel whose job content requires a knowledge of cost improvement curve theory.

4. Previous experience in analyzing costs associated with volume production is desired.

5. All applicants must have a potential of 2 year's service remaining beyond the project course creation date.

SECURITY CLEARANCE: None.

Course Title: COST/SCHEDULE CONTROL SYSTEMS CRITERIA
SYS 362 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 15 Class Days

PURPOSE: This course develops a level of understanding of the Cost/Schedule Control Systems Criteria (C/SCSC) sufficient to participate in Government C/SCSC validation exercises of contractor performance measurement management control systems as outlined in the C/SCSC Joint Implementation Guide. C/SCSC understanding is developed in sufficient depth to perform routine system and data surveillance of contractor performance measurement/management control systems as outlined in the C/SCSC Joint Surveillance Guide.

SCOPE: This course provides students with an understanding of the C/SCSC and an introduction to the evaluation and surveillance techniques of contractor-initiated performance measurement systems. Course content includes indepth analysis of the C/SCSC criteria and their interrelationships, effect on contractor performance measurement, and the discipline, visibility, and integrity effects they have on contractor management control systems. Emphasis is on system analysis and data evaluation for determining contractor performance measurements of cost, schedule, and technical parameters. Also included is a mock demonstration exercise, various case studies designed to promote understanding of how contract or management subsystems effect performance measurement, data analysis and contractor performance status exercises, and cases designed to promote effective surveillance techniques.

PREREQUISITES: Eligibility requirements are military officers, civilian GS-9 or higher, and NCOs E-7 through E-9 who will be using, evaluating, or surveilling, contractor performance measurement systems. (International students ECL 80.) Potential students must be in a C/SCSC-utilization duty assignment. A background in cost or price analysis, financial management, auditing, or program/production management is suggested. Before attending class, students should be familiar with DoDI 7000.2, Performance Measurement for Selected Acquisitions, and the C/SCSC Joint Surveillance Guide. Students should bring portable calculators to this course. This course is offered in residence at AFIT only.

SELECTION PROCEDURES: MAJCOM/DP or appropriate training office performs the initial review of applications (DD Form 1556) and selects students. AFIT/LS course director controls the final review and selection.

SECURITY CLEARANCE: None.

Course Title: DEFENSE DATA MANAGEMENT
SYS 370 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 9 Class Days

PURPOSE: This course provides an overview of the acquisition of contractually required deliveries of recorded technical and management information ("data") from defense contractors for all phases of acquisition. Emphasis is on the changing nature of the Data Management (DM) career and DM environment by highlighting the transition from ordering paper and microfilm (non-digitized) to ordering (digitized) data and databases.

SCOPE: The course covers management of data contractually acquired from industry via the DD Form 1423, Contract Data Requirements List (CDRL), and use of the Acquisition Management Systems and Data Requirements Control List (AMSDL) as regulated by the P.L. 96-511, Paperwork Reduction Act. Linkage of the CDRL to the statement of work (SOW) is demonstrated and analyzed. Coverage of data related areas includes planning for and issuing the data call, holding a data requirements review board (DRRB), contracting for data, managing data flows (paper and electronic), using the data rights list, and study of data clauses in the Federal Acquisition Regulations. The following high visibility, historically expensive data areas are covered from the data manager's perspective: technical manuals, engineering drawings, software documentation, integrated logistics databases, and configuration management data.

PREREQUISITES: Personnel who are assigned as data management officers, data managers, data specialists, and data assistants are given primary consideration for attending this course: It is essential in the career development of a fully qualified Data Manager. Eligible are all commissioned officers; master sergeant through chief master sergeant; civilians GS-9 and above. (Requests for Waiver of Grade will be considered on an individual basis by the AFIT/LS Course Director.) DoD contractor personnel involved in data management aspects of a DoD contract are authorized to attend this course on a space available basis upon recommendation of their cognizant ACO and approval by Air University (see AFR 50-5, USAF Training for Contractor Personnel).

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: ENGINEERING DATA MANAGEMENT
SYS 150 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Days

PURPOSE: This course teaches the management concepts which underlie the acquisition, of engineering data. The management responsibilities of the engineering data management officer (EDMO) is the primary theme.

SCOPE: This course outlines the processes involved in the identification, acquisition and management of engineering data for use in spare parts and component acquisition. The course will address the types and use of engineering data as defined in DoD-D-1000, DoD-STD-100, AFR 800-34 and other pertinent regulations. The process for acquiring engineering data is conceptualized and dissected via specific treatment of the role and responsibilities of the EDMO, early program acquisition phase activities, production phase activities, and the contracting process for identification and procurement of engineering data. Special issues affecting this acquisition process are also explored. Among these issues are Spare Parts Acquisition, In-Process Reviews, Quality Control, Data Rights, Engineering Drawing Inspection and Interpretation.

The objective of this course is to present an overview of the engineering data acquisition/management process. It does not attempt to provide a checklist approach to the EDMO function and is not designed as a technical training course in engineering drawing or the analysis thereof.

PREREQUISITES: Applicants must be military officers, NCOs, E-6 through E-9, or civilians, GS-7 and above. Priority should be given to Air Force EDMOs for whom this course was primarily designed. As space is available, those personnel who manage or support the EDMO function in the engineering data acquisition process may also apply.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training officer. Final eview and selection approval are controlled by AFIT/LS Course Director.

SECURITY CLEARANCE: None.

Course Title: EVALUATION OF QUALITY CIRCLE PROGRAMS
OSP 087 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 3 Class Days

PURPOSE: This course introduces the student to the theory and practice of Quality Circle program evaluation.

SCOPE: The student will be introduced to the kinds of measures that have been successful in evaluating a "real-world" productivity enhancement procedure. The methods of collecting and evaluating these measures will be covered. The student will participate in practical exercises to practice the procedures.

PREREQUISITES: Eligibility requirements are: (1) OSP 086, Basic Statistics for Quality Circles, or an equivalent course in basic statistics. (Applicants must know how to compute the arithmetic, variation and standard deviation for the normal distribution.) (2) Involvement in a group decisionmaking process such as Quality Circles, Quality Teams, or other participative management processes as a facilitator, leader manager or Steering Committee member. Waivers will be granted on an individual basis.

ADMINISTRATIVE INSTRUCTIONS: Initial review of applications (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: FINANCIAL MANAGEMENT IN WEAPON SYSTEMS ACQUISITION
SYS 227 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: This course explores the environment of financial management and the responsibilities of financial managers in dealing with the unique problems associated with the development and production of systems.

SCOPE: Course content addresses the broad spectrum of financial tasks and responsibilities within program offices to develop an understanding of their interrelationships. The general course structure relates the classic acquisition management functions to the specific activities of the financial manager. The tools and techniques of both cost control and funds control are reviewed. Cases and exercises are used to augment the lecture and seminar instruction and considerable outside work is required of the student.

PREREQUISITES: Nominees should occupy a program office or staff position which requires their participation in financial activities directly associated with the development and/or acquisition of new systems or equipment. At least 6 months of system program office or appropriate staff experience is required. All others must submit a request for waiver which substantiates their need for this course.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: GOVERNMENT CONTRACT LAW
PPM 302 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides experienced contracting personnel with the impact of Government contract law on daily decision making in contract management.

SCOPE: Course content reviews basic legal principles and sources of contract law, modifications, terminations, remedies, interpretation of contract language, award law, Government property, defective pricing data, patent and data law, labor law, and law involving the flow of contract monies. Courts and board rulings are studied, stressing the contractor and Government interface and preventive techniques. Instruction is lecture/discussion and case study.

PREREQUISITES: Eligibility requirements are captains and above and DoD civilians, GS-9 and above, who have had contracting responsibilities for 1 year or more. This course is available in seminar mode by arrangement with AFIT/LSA and in correspondence mode through ECI.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL MAINTENANCE MANAGEMENT
LOG 131 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to improve the effectiveness and productivity of DoD military and civilians who manage the depot/industrial/rework level of maintenance.

SCOPE: Industrial maintenance management principles and analytical techniques are examined to determine how best they can be applied to enhance support of the operational combat forces. Optimum use of computer information reports coupled with human factors in problem analysis, decision making, and forecasting is emphasized in lecture and student-centered simulations. The management activities required to establish, accomplish, and determine the cost of the industrial workload are evaluated, and their interrelationships are studied in a total logistics system management simulation.

PREREQUISITES: Nominees should be currently assigned to a depot, industrial, or rework maintenance activity in a managerial or supervisory capacity at the section through division level. At least 2 years of experience in depot level maintenance with sufficient professional depth to contribute significantly to their own development and to the course objectives is desired. Eligible grade levels are commissioned officers-members of the active Service in grades captain through lieutenant colonel; NCOs-Master sergeant through chief master sergeant; and civilian personnel-GS-9 or wage board foreman of equivalent grade or above with career conditional status. High school graduate or equivalent, as determined by the course director, is required. International student ECL 80.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL PROPERTY ADMINISTRATION
PPM 151 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 15 Class Days

PURPOSE: This course covers DoD policy and programs related to Government-owned property held by contractors, Government property law and contract clauses, and types of property.

SCOPE: Course curriculum provides experience to entry-level industrial property management specialists, property administrators, and other Government personnel whose duties and responsibilities relate to the management of Government-owned property in the possession of contractors. It provides the student a strong foundation in the management, control and contractual specifications required for Government property.

Topics cover the policy, programs, organization, objectives and procedures relating to Government property. Major concerns are the objectives and methods of surveillance over contractors with Government-owned material, special tooling, special test equipment, facilities- and agency-peculiar property and the application of a system survey program. Indepth coverage of the contractual clauses relating to property management is provided. The legal aspects of risk of loss, damage and destruction of Government property, the property administrator's authority, equitable adjustment, contract modification and changes are analyzed.

PREREQUISITES: Military and civilian, assigned as property administration and industrial property management specialists are eligible. Primary candidates are GS-1103 personnel, GS-5 through GS-9 with 2 years or less in Property field. In addition to resident offerings, this course is offered in onsite mode.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: INTERMEDIATE PROGRAM MANAGEMENT
SYS 400 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course is designed to prepare people who are experienced in acquisition management, either as a project manager or functional support specialist, for new responsibilities in middle management.

SCOPE: SYS 400 is for senior captains and field grade officers, and civilian equivalents performing as middle managers in an Air Force systems acquisition program office. The course enables people experienced in acquisition management and just stepping into a leadership position to understand their role as a middle manager and apply problem solving and decisionmaking techniques to acquisition management problems. Discussion of a systems review of management, the human element of project management, organizing and building a project team and developing a program strategy are used to clarify the individual's management role. Case studies and group exercises aid in concept application.

PREREQUISITES: Satisfactory completion of SYS 200, or System Acquisition School (SAS) 006, or DSMC Business Management Course, or DSMC Management of Systems Acquisition Process Course, or certified at Level II under the Air Force Acquisition Manager Career Development Program. An Air Force officer, captain and above, or Air Force civilian, GS-9 and above with at least 8 years of active Air Force duty. Assigned as a middle manager in an Air Force program office, functional support office or staff position where interaction with a program office is required, or a duty AFSC of 26XX-28XX, 49XX, 65XX-67XX, 99501 or civilian equivalent. At least 2 years of acquisition experience following completion of the course prerequisite or Level II certification. Bachelor's degree.

SELECTION PROCEDURES: Student nomination and initial review of application and applicant's records for prerequisites are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO ACQUISITION MANAGEMENT
SYS 100 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course is designed to meet the needs of persons entering the field of acquisition management for the first time.

SCOPE: This course provides a basis for further learning both on the job and in other specialized courses. Current concepts of acquisition management (DoDD 5000.1, Major and Non-Major Defense Acquisition Programs and AFR 800-2) and problem areas in the acquisition process are explored in this course. This course is available as a resident course.

PREREQUISITES: AF military staff sergeant through chief master sergeant, second lieutenant through lieutenant colonel, and AF civilians (GS-7 and above) who are newly assigned to a position in a program office or staff involved in acquisition management. AF personnel in the grade of sergeant (E-4) in AFSC 65150 (Contracting Specialist) are eligible to attend.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO CONFIGURATION MANAGEMENT
SYS 028 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 2 1/2 Class Days

PURPOSE: This course provides an overview of the basic philosophy and practices of configuration management for personnel involved in the acquisition, support, and/or operation of Air Force systems, equipment, and computer programs. However, it relates primarily to the activities involving configuration management as a part of the development/acquisition process.

SCOPE: This course covers the basic policy and procedures of configuration management as outlined in DoD directives, in AF regulations and pamphlets, and in military standards and specifications. Also covered are the basic philosophy and tailored application of configuration management though only as a seminar course; the course material is presented on videotape. Presentations are intended to be covered in five 4-hour sessions. The first session provides a general overview of configuration management in the primary documents describing its practice. The succeeding four sessions then look at each of the key areas of configuration management (namely identification, audits, change control, and status accounting) in more detail. Seminar discussions are scheduled each lecture hour. Each session includes a 1-hour class for group solution of a multiple choice quiz using copies of the primary documents covered in the first sessions.

PREREQUISITES: There are no grade level or experience prerequisites for this course. However, it will be more beneficial if the student has had at least 1 month on the job. Prior attendance at a local acquisition process familiarization seminar/course would also be helpful.

ADMINISTRATIVE INSTRUCTIONS: See procedures outlined in SEMINAR section under title "How to Apply."

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO LIFE CYCLE COSTING
CMT 353 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: This course acquaints students from various functional fields (procurement, cost analysis, engineering, logistics, program management) with the fundamental concept of Life Cycle Costing (LCC) as it applies to the acquisition of systems and subsystems. The intent is for each student to understand how to utilize their functional expertise in achieving LCC objectives.

SCOPE: Course curriculum includes a combination of formal lectures, discussions, and team problems. The interdisciplinary nature of LCC analysis is stressed as the course examines the influences of economic analysis, reliability, maintainability, cost estimating techniques, LCC models, logistics support, and procurement.

PREREQUISITES: Nominees must have a Bachelor's degree in engineering, science, business administration, accounting, economics, or related fields, and at least 2 years of experience in an acquisition management function. Military grades of O-2 through O-6 and E-7 through E-9, or civilian grades GS-9 through GS-15 are eligible. ECL 80

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO LOGISTICS
LOG 199 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to prepare Air Force personnel for entry into the logistics field by providing a conceptual overview of Air Force logistics, the environment including organizations involved, planning, the integration of logistics systems, functions, principles, processes, and issues.

SCOPE: Course content addresses the roles and meaning of logistics including the combat support aspect, logistics in a

system context, functions, principles, processes, overview of security assistance, the organizations involved, planning, financial management, systems acquisition, integrated logistics support, contracting management, supply management (base and depot), logistics support analysis, cataloging, requirements determination and forecasting techniques, provisioning, item management, system management application, equipment maintenance, R&M, and contemporary and future issues.

PREREQUISITES: This course is designed for personnel initially assigned or pending assignment to the logistics career field specialities from a non-logistics speciality. Grade requirements are military officers, 0-1 through 0-4; NCOS, E-7 through E-9; and civilians, GS-5 through GS-12. Waivers for grade may be considered on an individual basis.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by the AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: LOGISTICS EXECUTIVE DEVELOPMENT
LOG 499 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: To provide senior logistics managers the opportunity to examine the interpersonal and organizational skills, management techniques, and values affecting Air Force logistics programs.

SCOPE: Organizations, policies, and issues currently affecting logistics will be discussed within the context of Air Force and DoD logistics systems. This course enhances understanding of Air Force logistics doctrine, principles, organization, and environment within the broader context of national policies and objectives; offers the most effective ways of assessing and influencing organizational and interpersonal behavior; provides innovative approaches to leadership, decisionmaking, and problem solving; develops and improves executive level skills in communication, administration, and management; analyzes the moral and ethical impacts of the senior level logistics decisionmaking process; provides an opportunity to exchange ideas and assess common problems among the various logistics disciplines.

PREREQUISITES: Officers in logistics career field specialities, with the rank of 0-5 through 0-6, and civilian equivalents.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection performed by MAJCOM/DP or appropriate training office. Final review and selection approval will be controlled by the AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: LOGISTICS MANAGEMENT
LOG 224 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to broaden and enhance the understanding of logistics management at various levels throughout the Air Force and is directed to the critical examination of interrelationships and interdependencies that prevail in strategic, support, and operational logistics. Strategic logistics entails the interrelationships of strategy and logistics and the influence they exert upon each other at the national level. Support logistics is concerned largely with acquisition of systems and their contingent supply, equipment, and allied support functions. Operational logistics relates to the direct functional support of the Air Force in the operational environment.

SCOPE: This course design enables the students to comprehend the rationale behind the logistics decisions that they may be called upon to make. Heavy emphasis is placed on the applied management techniques used in the acquisition, distribution and support of weapon systems. Specific attention is given to line and staff management and the forces that drive the logistics systems at all levels. A major share of the course is devoted to direct student involvement in practical exercises, examples, cases, workshops, and simulations. These exercises enable the student to apply the theory given during the lecture and seminar sessions. Management tools and analytical techniques, including Automatic Data Processing (ADP), simulation, forecasting, and performance measurement evaluation, are used by the student in achieving the goals and objectives of the exercises.

PREREQUISITES: Personnel in logistics career field specialities are eligible. Grade levels are military, captain and above and civilian, GS-11 and above. Three years experience in logistics is required, or full qualification in a related logistics field. Recent graduates of Air Command and Staff College and AFIT Graduate Logistics Management Course are not encouraged to attend. Three years' experience/grade criteria may be waived on an individual basis for individuals in a Career Intern Training Program. International student ECL 80.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: SECRET.

Course Title: LOGISTICS MANAGERS AND COMPUTER SIMULATION
LOG 221 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course is intended for personnel involved in planning and evaluating alternatives and in improving logistics management systems, operations, processes, and procedures. It is problem-oriented and structured to give guided "hands-on" experience in problem definition, input data evaluation, use of simulation languages, and output data analysis. The relationship between simulation and other management science techniques is introduced. In addition, the concepts of experimentation, time sharing, measures of logistics systems performance, and fundamental behavior characteristics of logistics systems are introduced. The practical and fundamental aspects of logistics, simulation and modeling are stressed throughout. Lectures, seminars, case method, and computer facility visits and demonstrations are augmented by guest speakers. This course is intensive and is purposely designed for an interchange among participants. Six to seven hours are spent in the classroom each day, with approximately three hours required for daily outside reading and preparation. Late afternoon and evening sessions at the computer terminals are also scheduled periodically during the course.

PREREQUISITES: This course is designed for the experienced and successful senior management professional who significantly influences organizational policy and shapes decisions. The course is also appropriate for personnel who hold or are being prepared to hold key responsible positions at the midmanagerial levels. No specific mathematical or computer background is required for attendance. Officers in grades O-4 and above, NCOs in the grades E-7 and above, and civilian personnel in the grades GS-12 and above will be accepted. Grade waivers may be granted in exceptional cases.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: MISSION CRITICAL COMPUTER SOFTWARE PROJECT MANAGEMENT
SYS 212 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course provides U.S. Air Force personnel associated with acquisition, support, or use of mission critical computer resources (MCCR) software an improved awareness and understanding of procedures for systematic and effective software life cycle project management.

SCOPE: This course approaches the management of MCCR software as a project which begins with system concept definition, progresses through development and subsequent use and support, and continues until the software is no longer used. The roles of Air Force agencies involved in software life cycle management, including the acquisition command program office, the Air Force Plant Representative Office, the using command(s), and the supporting commands, will be examined in depth to demonstrate how each involved agency can contribute to successful software project management.

Other topics to be addressed include software cost and reliability estimation including software concerns in Request for Proposal preparation; tailoring of documents and standards; software configuration management; software quality evaluation, verification, validation, and testing; and software support. Emphasis will be placed on considering usability and supportability during software development. A comprehensive class exercise will give students from different organizations and backgrounds an opportunity to work cooperatively in managing a hypothetical software project.

PREREQUISITES: Personnel should be assigned to AFLC, AFSC, or other Air Force organizations responsible for acquiring, using, or supporting MCCR software. Two years of college or equivalent field experience are required. It is also highly desirable that students have basic MCCR knowledge, including an understanding of computers and software, DoD, and Air Force governing documents,

the system acquisition process and the DOD-STD-2167A software life cycle, and Air Force organizational responsibilities. Personnel who have taken PCE SYS 201, PCE SYS 202, or the AFSC Computer Resources Acquisitions Course (CRAC) should not enroll for this course.

SECURITY CLEARANCE: None.

Course Title: PRINCIPLES OF CONTRACT PRICING
QMT 170 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
Length: 15 Class Days

PURPOSE: This is the first course in the DoD curriculum of courses in cost and price analysis. The foundation for the study and practice of cost and price analysis is provided.

SCOPE: Course content includes an estimation of the environment in which cost and price analysis takes place, sources of data for cost and price analysis, methods for analyzing direct and indirect costs, performing profit analysis, and selected current pricing topics. An actual cost analysis is used to illustrate and integrate the various concepts and methods taught in the course.

PREREQUISITES: Individuals should have successfully completed the Defense Procurement Management Course (or equivalent) or Air Force Procurement Officer Course, or have 12 months procurement or comptroller experience prior to attending. Commissioned officers, NCOs in the grades of master sergeant and above, and civilian personnel, GS-5 and above, are eligible to attend. International student ECL 80. Waivers may be granted on an individual basis. This course is available in seminar, correspondence, and onsite instructional modes.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: PRINCIPLES OF COST ANALYSIS
QMT 175 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH
45433-6583
Length: 10 Class Days

PURPOSE: WQMT 175 is the introductory course in a sequence of courses that cover the skills required of a cost analyst working in support of major system acquisitions.

SCOPE: The course includes an introduction to the role and function of the cost analyst in an acquisition environment, sources of data for developing independent estimates, cost analysis of contractor proposals, methods of developing and analyzing cost estimates, computer software application and electronic spreadsheet documentation, and selected current cost analysis topics. An independent cost estimate is developed using the electronic spreadsheet to illustrate and integrate the various concepts and methods taught in the course. This course is designed primarily for those involved in estimating the cost of major systems.

PREREQUISITES: Three months to one year estimating experience in support of major system acquisitions prior to attending WQMT 175. Military personnel: commissioned officers; noncommissioned officers in the grades of master sergeant and above. Civilians: pay grade GS-5 and above. Waivers may be approved by the course director, AFIT/LSQ, WPAFB, OH 45433-6583.

SPECIAL REQUIREMENTS: Working knowledge of algebra equivalent to the completion of a second year of high school algebra. Submission of a DD Form 1556 is equivalent to certification that the applicant meets all course prerequisites including the basic algebraic skills. Each applicant should receive a study guide that covers the required mathematical skills. If the study guide is not received, call AFIT/LSA (AUTOVON 785-6335 or Commercial 513255-6335) to request a copy.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: PRODUCTION MANAGEMENT I
PPM 153 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 30 Class Days

PURPOSE: This course is designed to improve the effectiveness of production officers, industrial specialists, production specialists, and contract administrators responsible for production.

SCOPE: Course content includes a study of industrial organization and operation, management of raw materials and finished products, quality control and inspection. Also included is a study of the principles and methods used in the performance of production preaward and postaward activities. Throughout the course, stress is placed upon military-contractor relationships, accepted behavior in these relations and reporting responsibility. For a 2 1/2 week period of this course, students are teamed (two to four students per team) and assigned to selected industrial facilities throughout the United States to observe and analyze industrial management of business and manufacturing activities.

PREREQUISITES: Company grade officers and civilians, GS-5 through GS-9 who are currently assigned as production officers, industrial specialists, production specialists, or contract administrators responsible for production are eligible. Those individuals outside the above listed grade requirements may submit an application for a waiver. Each case will be evaluated on its individual merits. Individuals with over 2 years' production experience and who are military, 04, or civilian, GS-11 and above will be encouraged to take the Production Management II course (PPM 305). Production Management I is not a prerequisite to Production Management II if the grade and experience requirements are met. Students are required to have a SECRET security clearance by class start date. In addition to resident offerings, this course is offered in the onsite mode.

ADMINISTRATIVE INSTRUCTION: Quarters and local transportation are not available at plant sites. Authorization is necessary to complete the "inplant" phase of the course at a designated industrial facility where quarters are not available. For the above reason, the student's travel orders must contain the following statement: "Travel authorized away from WPAFB, or location of onsite course, for up to 3 weeks, including use of commercial rental car, if needed, as designated by the Associate Dean, to complete the on-location phase of the course at an industrial facility where quarters are not available. When presenting final voucher, the student will present a letter from the Associate Dean indicating the plant to which the student was assigned and whether rental car or transportation by personal auto (TPA) was authorized, including daily maximum mileage required." Students are encouraged to travel privately-owned vehicle (POV) when attending this course. AFIT, however, will only authorize reimbursement not to exceed the cost of common carrier between their home installation and WPAFB (or location, if conducted onsite) and return. Students who do travel POV to WPAFB (or location for onsite offerings) and who utilize their private automobiles for travel to and from the plant site during the 2 1/2

weeks while onsite and who permit one or more students to ride as passengers during the "in-plant" phase are authorized reimbursement at a rate which is considered to be more advantageous to the Government for that portion of the travel. Students should be provided an advance payment sufficient to cover the anticipated expenses, as they must live 3 1/2 weeks at WPAFB, where quarters are usually available, and 2 1/2 weeks near an industrial facility, where quarters are not available. When the course is conducted onsite, the advance should be based on the per diem scale for the location. The per diem, Travel and Transportation Allowance Committee has held that the provisions of JTR, Volume 2, para C 4552-2i(3) do not apply to this course. TDY is for over 30 days; however, it is in two different geographical locations, each for less than 30 days duration. Students can receive accumulated partial pay at WPAFB before leaving for the "in-plant" phase but this necessitates taking off class time by the student, causes delays, and is inconvenient. It is preferable for the student to receive sufficient advance pay from their finance office prior to departing for WPAFB.

SECURITY CLEARANCE: SECRET clearance must be obtained by class start date. Students are required to bring an official document stating their security clearance level to AFIT with them. Having this information printed on the travel order is not sufficient.

Course Title: PRODUCTION MANAGEMENT II
PPM 305 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to improve the management performance of industrial specialists, expand the student's understanding of the various DoD production functions, and develop an appreciation for problem-solving and the decisionmaking process.

SCOPE: This course balances the art and science of production management. Leadership skills, interpersonal relations and communications are combined with the quantitative skills used in production management. Some of the subject areas covered are production management principles, problem solving, systems acquisition management, labor relations, learning curve, line of balance, C/SCSC, robotics, work measurement, and inventory management.

PREREQUISITES: Eligibility requirements are commissioned officers and DoD civilians (GS-11 and above) with minimum of 2 years' experience in production management and currently assigned to the field; or successful completion of Production Management I course at least 1 year prior to application.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director. Requests for waiver of the prerequisites must accompany the application (DD Form 1556).

SECURITY CLEARANCE: None.

Course Title: PROVISIONING MANAGEMENT
LOG 260 (AF)
Location: AFIT/LS, Patterson Air Force Base, OH 45433-6583
Length: 13 Class Days

PURPOSE: This course is designed to provide an understanding of the provisioning process associated with the acquisition of new weapon systems and equipment entering the Air Force inventory. The course is specifically directed at personnel assigned to the AFLC Air Logistics Centers in such areas as provisioning, equipment, standardization, requirements, and cataloging, and at those logistic/program managers at HQ MAJCOM-level who actively participate in the initial provisioning process. All attendees are exposed to the current DoD concepts, philosophy, and efforts designed to improve the provisioning process.

SCOPE: Course content reviews current provisioning policies and management procedures, emphasizes the interrelationships and interdependencies of logistics functions, and discusses new concepts and techniques. Focus is on the management aspects of provisioning and its impact on system support as opposed to a detailed coverage of operating procedures. Emphasis is on the flow of the provisioning process to ensure a sound understanding of the normal sequence of events which occur in the provisioning of a system or end item of equipment. Instructional methods include participative concepts as well as lectures and discussions. A computer-assisted simulation exercise is conducted in which students play the role of staff and technical personnel participating in major segments of the provisioning process and initial support environment.

PREREQUISITES: Preference will be given to officers, first lieutenant through lieutenant colonel, enlisted members, master sergeant through chief master sergeant, and civilian members, GS-7 through GS-13. Individuals should be assigned to positions in commands or agencies actively participating in, or associated with, the provisioning process. Requests for waivers to grade requirements are favorably considered when appropriately justified. International student at ECL 80. This course is available in correspondence mode through ECI.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: QUALITY AND PRODUCTIVITY IMPROVEMENT TEAM PROCESS
QMT 082 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course is designed for individuals who are responsible for developing, educating, and managing problem-solving groups.

SCOPE: The curriculum is built around a problem-solving process and the tools used in that process. Lectures, workshops, experiential exercises and a simulation are used to give the attendees an opportunity to practice using statistical process control techniques, team development models, and other techniques that can be used by problem-solving groups. AF organizations involved in a quality improvement process, and other participative management groups that want to know how to use simple statistics to solve problems, will learn how to implement and manage a quality improvement strategy.

PREREQUISITE: Eligible grade levels; military members in the grades of 0-2 or E-5 and above and civilians in grades GS-5 or WG-10 and above. Educational background: A course in basic statistics within the past 5 years is required. Waivers will be granted on an individual basis.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: QUALITY IMPROVEMENT SEMINAR
QMT 088 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 3 Days

PURPOSE: The objectives of this course are to improve skills of group facilitators and to provide a forum for people who are currently involved in the Quality Improvement Process to learn how the latest developments can be applied in their organizations and exchange ideas and share experiences with their counterparts in industry and Government.

SCOPE: This course is designed to give experienced facilitators an opportunity to identify current problems and to develop solutions to those problems. Several workshops are conducted during the course. Facilitators are also updated on current trends in the problem-solving process.

PREREQUISITES: Involvement in the group decision making processes or other job-related needs for the course and at least 1-year's experience in group facilitating is required. Waivers will be granted on an individual basis.

ADMINISTRATIVE INSTRUCTIONS: The initial review of applications (DD Form 1556) and student selection will be performed by MAJCOM/DP or appropriate training office. Final review and selection approval will be controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: QUALITY MANAGEMENT
QMT 084 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 4 Class Days

PURPOSE: The course is for upper managers who seek to enhance the performance of their organizations through the concepts of quality management.

SCOPE: The course curriculum includes the philosophies of recognized quality leaders such as Deming, Juran, and Crosby. The relevance of these philosophies to white collar and blue collar jobs, in government and industry is covered. Teaching methods used are informal lectures by faculty and guest lecturers from government/industry, video presentations, and small-group

workshops. Specific subject areas covered in the course include: obligations of management, the quality management trilogy (planning, controlling, and improving quality), quality management maturity evaluation, cost of quality, statistical process control, problem-solving tools, the DoD Total Quality Management strategy, Air Force R&M 2000 Variability Reduction Program, quality leadership, defect prevention, and accountability. Emphasis is put on the criticality of upper management involvement/leadership. The make-up of teams to improve processes is also covered.

PREREQUISITES: The candidate must be at least a Lt. Col. or GM-14. Reason: to assure that upper managers with the greatest responsibility and authority to improve systems are afforded the opportunity to learn and adopt these philosophies.

SECURITY CLEARANCE: None.

Course Title: QUANTITATIVE TECHNIQUES FOR COST AND PRICE ANALYSIS
QMT 345 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 14 Class Days

PURPOSE: This course develops student capability to use fundamental quantitative methods in performing cost and price analysis.

SCOPE: This course, the second in the DoD curriculum of courses in cost and price analysis, is oriented to analysts operating either in the comptroller or procurement fields. It provides the journeyman analyst with necessary knowledge for the application of quantitative techniques in the estimating and analyzing of individual elements of cost. Computer programs will be utilized throughout the course to teach and study basic statistics, bivariate linear regression, economic analysis, index numbers, and time series forecasting. Emphasis is placed on the application of computer-aided techniques in comprehensive problems and cases.

PREREQUISITES: Completion of one of the following courses is required:
QMT 170 - Principles of Contract Pricing
QMT 175 - Principles of Cost Analysis
Defense Cost and Price Analysis Course (PN)
ECI 6610 - Principles of Contract Pricing
QMT 170 (Seminar) - Principles of Contract Pricing
Applicants must be officers, 0-2 and above; enlisted personnel, E-6 and above; civilian personnel, GS-7 and above. Also eligible

are Comptroller Analysts performing duty in cost estimating and analysis and Procurement Analysts performing price analysis in negotiated procurements in excess of $100,000. One year of working experience in current field is desirable. Any individual for whom the course will provide essential job-related training is eligible to attend if prerequisites are met or request for waiver is approved. In addition to resident offerings, this course is available in the onsite mode.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY
QMT 372 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course provides the participant with an understanding of the principles and assumptions of R&M and their affect on life cycle costs and with the skills necessary to employ the techniques of reliability in solving problems and to carry out reliability programs.

SCOPE: This course includes a study of the statistical distributions used in reliability including the binomial, Poisson, normal, exponential and Weibull; reliability allocation and prediction techniques; test plans, O.C. curves and the use of military standards; data analysis and the construction and interpretation of confidence intervals; applications of mathematical models; reliability program management; and current problems of reliability. The concepts and philosophy of total quality management (TQM) and statistical process control (SPC) are presented to show how they can be used to improve product reliability. The participants spend the last week applying these principles and techniques to life cycle costing in a reliability management simulation exercise.

PREREQUISITES: This course is designed for officers and equivalent grade civilian personnel, GS-7 and above, and enlisted E-7 and above whose work requires an understanding of the basic concepts of reliability. In addition to resident offerings, this course is offered in the onsite mode.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appro-

priate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

NOTE: For AFIT resident offerings conducted at the Naval Postgraduate School (NPS), Monterey, CA, Air Force students must be located West of Denver to attend.

Course Title: RELIABILITY AND MAINTAINABILITY DESIGN IN SYSTEMS ACQUISITION
QMT 335 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course is intended to teach project engineers the principles, procedures, and techniques of engineering design which can be used to ensure the development/enhancement of reliable and maintainable systems.

SCOPE: Design-related subjects include derating, stress-strain analysis, failure modes and effects analysis, testability and accessibility. Achieving R&M through reliability improvement and environmental stress screening is studied. There is a non-calculus overview of R&M mathematics. (A calculator with scientific functions is strongly recommended.) Little R&M management is covered.

PREREQUISITES: A technical degree or technical background is mandatory. A minimum of 1 year of experience is desired.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY AND MAINTAINABILITY OVERVIEW
QMT 020 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 2 Class Days

PURPOSE: This is a short course designed to acquaint program/project managers with the need to include R&M in weapon system acquisition.

SCOPE: Course content includes an overview of R&M policy, current R&M management design techniques, reliability testing, and an introduction to R&M mathematics.

PREREQUISITES: Officers, senior enlisted personnel, and civilians in managerial positions who need a familiarization with R&M are eligible.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY AND MAINTAINABILITY RESEARCH AND APPLICATIONS
QMT 578 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 15 Class Days

PURPOSE: This course, combined with QMT 577 and QMT 579, prepares the attendee to carry out the functions of an R&M engineer.

SCOPE: Covers government and contractor R&M activities throughout the life cycle of a system, beginning with the development of operational R&M requirements by the using command. Includes material on developing specification requirements from operational requirements, development of statements of work, establishing reliability growth and R&M demonstration plans, environmental stress screening, field R&M data collection and processing systems, and warranties. Various statistical and other mathematical R&M tools are introduced as needed. Students will be assigned homework and will participate in individual and small group exercises.

PREREQUISITES: An undergraduate degree in engineering or satisfactory completion of QMT 372 or QMT 335 is required. Assignment to a reliability and maintainability engineering or closely related position is also required. Individual not meeting these prerequisites must contact the course director for approval to attend.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY CENTERED MAINTENANCE ANALYSIS
LOG 032 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course provides an understanding of the USAF Reliability Centered Maintenance (RCM) Program, including history, concept, objectives, responsibilities, methods, and procedures.

SCOPE: This course is designed to familiarize the student with reliability theory and the background of the RCM Program, to develop a comprehensive knowledge of the RCM theory and decision logic used, and to provide samples of the detailed step-by-step procedures recommended to conduct and document the RCM analysis on an aircraft system, component, engine item, and structure item. The course addresses methods to determine task intervals and perform age exploration processes. Students will be required to perform RCM analysis on selected items of major USAF equipment. The analysis procedures are in format of USAF guidance.

PREREQUISITES: Military (officers, E7-E9) and civilian (minimum GS-07) personnel who are currently assigned or pending assignment to duties of determining scheduled maintenance requirements for major USAF equipment are eligible. (ECL 80)

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: SENIOR TRANSPORTATION EXECUTIVE DEVELOPMENT PROGRAM
LOG 092 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 10 Class Days

PURPOSE: This course is designed to increase the effectiveness of selected Air Force transportation executives occupying senior management positions.

SCOPE: This course provides senior Air Force transportation executives with the latest development in national policies, management techniques, and new technologies affecting the commercial transportation and physical distribution disciplines. Areas

of emphasis include national transportation policies and their impact on Air Force transportation activities; current theories/techniques regarding human and physical resources management; state-of-the-art developments in the transportation field; and new productivity improvement initiatives. The course will also provide a conceptual framework for applying computer/communication technology, along with supporting practical experience. Managerial decision making ability will be sharpened by improving qualitative judgment and providing insights into the development of data upon which decisions are based. In addition, current transportation issues affecting the DoD/Air Force transportation community will be discussed. Executives will increase their understanding of both military and commercial physical distribution systems and will gain insight into the motivation and strategies employed by the commercial transportation industry. Teaching methods include lectures, seminars, workshops, and case analyses.

PREREQUISITES: Officers, lieutenant colonel and above, or civilian equivalents of AFSCs 6011/6016 or 2150/2130 are eligible.

SELECTION PROCEDURES: Initial review of application and student selection are performed by HQ USAF/LET. Classes are limited to 12 students per offering.

SECURITY CLEARANCE: None.

Course Title: STATISTICAL PROCESS CONTROL METHODS
QMT 090 (AF)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 5 Class Days

PURPOSE: This course has been designed for individuals in one of the following categories:

1. Involvement in a group problem-solving process, such as task teams, Quality Improvement teams, etc.

2. Involvement in a process where there is a need to establish a system that will help improve the quality and productivity of the products and services of the organization.

SCOPE: Primary emphasis will be on control chart techniques as they apply to Air Force organizations.

PREREQUISITES: A basic statistics background, and involvement in group decision making processes or job-related need for the course.

SELECTION PROCEDURES: The initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: STRATEGIC LOGISTICS MANAGEMENT
LOG 399 (AF)
Location: Wright-Patterson Air Force Base, OH
45433-6583
Length: 15 Class Days

PURPOSE: This course is designed to increase student understanding of the total logistics system from the national through the operating levels and to improve the decision making skills of logistics managers at those levels. The course emphasizes the missions, responsibilities, roles, interrelationships, and interdependencies of strategic logistics. The principles of logistics analysis and planning are merged with the principles of management theory and decision making.

SCOPE: This course centers on strategic support of operating logistics systems. By necessity, it exposes the logistician to the total logistics spectrum of research and development, acquisition, deployment, operational support, and disposal. Heavy emphasis is placed on simulated operational deployment, long-range support, retrograde, and disposal. Students are afforded a variety of opportunities to learn and apply management techniques during the simulation.

PREREQUISITES: This course is designed for personnel in all logistics career field specialities. Eligible grade levels are military, major and lieutenant colonel; and civilian, GS/GM 13 and 14. Five to eight years' experience in the logistics career field is highly desirable. Beginning FY 91, the completion of LOG 199 (Introduction to Logistics) and LOG 299 ((Combat Logistics) (formerly LOG 066)) is required. A bachelor's degree in engineering, business, management, or quantitative skills is highly desirable. International students ECL 80.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: SURVEILLANCE OF COST/SCHEDULE CONTROL SYSTEMS CRITERIA
SYS 361 (JT)
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6483
Length: 10 Class Days

PURPOSE: This course is designed to increase the effectiveness of C/SCSC Surveillance Team members at Contract Administration Offices. The objectives of the course are for each student to:

a. Understand the concept and mechanisms for measuring performance.

b. Learn the C/SCSC and understand their application to the concepts of performance measurement.

c. Understand C/SCSC system surveillance sufficiently to participate in a C/SCSC System Review.

d. Understand Report Surveillance and project analysis methodology sufficiently to participate in a program CPR analysis exercise.

SCOPE: This course teaches the concept of performance measurement and the basic intent of the C/SCSC. The role of the Contract Administration Office in accomplishing C/SCSC surveillance is discussed in detail, and the methodology for surveilling the contractor's C/SCSC performance measurement system is the central issue of this course. Heavy emphasis is also placed on surveilling the contractor's performance measurement data reports. Therefore, analysis methods, forecasting techniques, and presentation models are taught. This course includes a mock C/SCSC system surveillance review exercise, various data analysis case studies, and a mock CPR/project analysis exercise.

PREREQUISITES: This course is designed for military officers, civilian personnel in grades GS-9 or higher, and NCOs E7-E9 (foreign students: ECL 80). This course is structured primarily for Contract Administration Office personnel whose duties include responsibility as a C/SCSC Surveillance Monitor or Surveillance Team Member. Program office personnel with C/SCSC validation review or data analysis responsibility will also benefit from this course. Students who have previously completed SYS 360, Evaluation of C/SCSC, or SYS 362, C/SCSC, should not apply for SYS 361, since the surveillance and criteria concepts taught in SYS 361 are sufficiently addressed in SYS 360 and SYS 362. Prior to attending class, students should familiarize themselves with DoDI 7000.2, Performance Measurement of Selective Acquisitions and the C/SCSC Joint Surveillance Guide. Students should bring portable calculators to class. This course is offered primarily in the onsite mode.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student selection are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

Course Title: TEST AND EVALUATION MANAGEMENT
SYS 229
Location: AFIT/LS, Wright-Patterson Air Force Base, OH 45433-6583
Length: 8 Class Days

PURPOSE: This course enhances the effectiveness of personnel directly managing the test and evaluation (T&E) of systems, subsystems, and equipment.

SCOPE: This course is primarily concerned with management of systems in the acquisition/modification life cycle. It develops the role of Air Force T&E in the DoD system development and acquisition process. It builds around the current policies, organizations, and procedures for planning, conducting and reporting of T&E as prescribed in DoD and Air Force directives and publications. The course examines the system acquisition process, associated terminology, and identifies the major decision points and how T&E impacts those decision points. It emphasizes the role of T&E with regard to the acquisition life cycle. The course also addresses test planning, test reporting, and special issues and provides a working knowledge of agencies that can give assistance and support throughout the T&E phase. It also includes the interaction and responsibilities of the implementing, supporting and using commands throughout the processes of development T&E and operational T&E. Readings, group exercises, seminars, and participative discussion with managers of current field tests give an insight into test management and the constraints and difficulties most commonly faced in any T&E program.

PREREQUISITES: Personnel should be assigned to a position directly related to T&E management or T&E support responsibility. The course serves as an introduction to such positions and should be attended either early in, or in route to, the T&E assignment. Master sergeant through chief master sergeant, first lieutenant through colonel, and GS-9 through GS-14 are eligible.

SELECTION PROCEDURES: Initial review of application (DD Form 1556) and student nomination are performed by MAJCOM/DP or appropriate training office. Final review and selection approval are controlled by AFIT/LS course director.

SECURITY CLEARANCE: None.

SECTION B

AIR TRAINING COMMAND

SCHOOL INFORMATION
Technical Training

The Air Training Command (ATC) conducts courses in logistics and management areas related to officer, airman, and civilian duty assignments. HQ USAF authorized establishment of courses to meet AF and DoD requirements.

Air Training Command courses, including description, duration, eligibility criteria, etc., are announced in the USAF Formal Schools, AFR 50-5. Air Force commands will submit requirements for training spaces in accordance with AFR 50-5 and other instructions issued by the Commander, Air Training Command. Other U.S. Military Services and Government agencies should submit request for quotas to the Commander, Air Training Command, Randolph AFB, TX. Estimated annual fiscal year (FY) training requirements should be submitted no later than 1 November preceding the FY in which training is desired. Unforeseen requirements for training should be submitted as far in advance of the desired starting date as possible. Flow charts showing the graduation dates of courses may be obtained from the Commander, Air Training Command. All requests for training will be identified as officer, airman, civilian, and be fully justified.

The Commander, Air Training Command, will determine course entry dates and furnish necessary reporting instructions to the requesting agency. Travel and per diem expenses for non-Air Force personnel are the responsibility of the requesting agency. On-base housing and messing facilities are available at all Air Training Command resident schools.

AIR TRAINING COMMAND
LOWRY AIR FORCE BASE
Denver, CO 80230-5000
SPONSOR No. 2254

GEOGRAPHICAL LOCATION AND CLIMATE: The Air Training Command is located in Denver, CO, at Lowry Air Force Base. The monthly temperature varies from a maximum of 43 degrees to a minimum of 17 degrees in January and to a maximum of 87 degrees to a minimum of 59 degrees in July. Normal annual precipitation is 14 inches of

rain, occurring mostly in the late spring and summer. Heavy snowfalls sometimes make up for lack of summer rain. Colorado's annual snowfall is about 80 inches.

QUARTERS AND MESSING FACILITIES: Officers will be housed in one of the BOQs or VOQs. Open mess is available for officers and civilians (GS-9 and above) occupying VOQ or BOQ. Field ration mess is available to enlisted personnel and civilians below GS-9.

WELFARE AND RECREATION FACILITIES: The following welfare and recreational facilities are available at Lowry Air Force Base: Air Force Aid Society, banking and check cashing facilities, BX, bookstore, commissary, credit union, dispensary, legal assistance office, library, base nursery, Red Cross, four chapels, personnel service supply, thrift shop, veterinary zoonosis clinic, aero club, bowling alley, Boy Scouts, Civil Air Patrol, Foreign Born Wives Club, Gem and Mineral Society, Girl Scouts, golf course, hobby shops, NCO Open Mess, Officers' Open Mess, Wives Club, NCO Wives Club, Rod and Gun Club, service club, swimming pool, motion picture theater, Toastmasters International, and youth center.

CLASS AND STUDY HOURS: Classes are generally scheduled from 0600 to 1500 hours. A limited amount of supervised study time is scheduled, but most study must be done after normal duty day.

LIBRARY FACILITIES: Building 625, Base Library, has a collection of 40,000 books consisting of technical, general interest, fiction, and children's books. A branch library is also located in Building 851.

REGISTRATION AND RELEASE TIME AND PROCEDURES: Army officer, civilian, and enlisted personnel should report to Building 400, Army unit. All Navy and Marine officers, enlisted, and civilian personnel should report to Building 400, Navy unit. All Air Force officers, enlisted, and civilian personnel report to Building 1400, Lowry Reception Center (24-hour arrival point). Reporting time is NET 0800 and NLT 1600, one day before class start date. Air Force personnel reporting during non-duty hours, weekends, and holidays will report to Building 1400. Release from training normally follows the close of instruction and base clearance processing on the last day of instruction in the course.

AVAILABILITY OF PUBLIC TRANSPORTATION: Major airlines operate regularly scheduled flights in and out of the Denver Air Terminal daily. AMTRAK operates trains daily through the Denver area.

MILITARY ADDRESS WHILE A STUDENT: Air Force officers, enlisted, E-4 and above, and civilian personnel will be assigned to the 3470 Student Squadron, HQ 3400 Technical Training Wing (USAF Technical Training School).

AIR TRAINING COMMAND
SHEPPARD AIR FORCE BASE
Wichita Falls, TX 76311-5000
SPONSOR No. 2307

GEOGRAPHICAL LOCATION AND CLIMATE: The school is located on Sheppard Air Force Base, TX, which encompasses over 5,000 acres at the north edge of Wichita Falls, TX. Climatic conditions are variable, 84 degrees average in summer to 39 average in winter. Humidity is low; average rainfall is about 24 inches a year; snow is seldom a problem.

SEASONAL UNIFORM CHANGES: Optional period - 1 January-31 December.

QUARTERS AND MESSING FACILITIES: Student housing and messing are controlled under Joint Travel Regulations. Personnel are urged to use Government housing and messing in the interest of economy in use of TDY to school funds.

WELFARE AND RECREATION FACILITIES: The following welfare and recreation facilities are available at Sheppard AFB: golf course, tennis, gymnasiums, bowling alleys, BX, laundry, dry cleaning, commissary, barbershop, dental/hospital facilities, post nursery, thrift shop, hobby shops, etc.

CLASS AND STUDY HOURS: Classes are conducted from 0600 to 1800 hours, Monday through Friday. The normal day includes 8 classroom hours of instruction. Study time is normally not scheduled; however, members of the faculty are available for guidance at all times.

LIBRARY FACILITIES: In addition to the Sheppard AFB Center Library there is a Transportation Library.

REGISTRATION AND RELEASE TIMES AND PROCEDURES: All students report NET 0800 and NLT 1600 one day before the class start date. Officers, civilians, and airmen report to Building 776, Billeting. Release from training normally follows the close of instruction and base clearance processing on the last day of instruction in the course.

AVAILABILITY OF PUBLIC TRANSPORTATION: Base bus service is available. Commercial taxis operate on base. City bus service is available for downtown visits. Commercial air and bus service is readily available.

QUOTA REQUIREMENTS: Quotas for military and civilian personnel, all Services, may be obtained by the individual's command applying to ATC/TTPP, Randolph AFB, Texas.

SECTION B

AIR TRAINING COMMAND

COURSE DESCRIPTIONS

Course Title: BASE CONTRACT ADMINISTRATION
G3AZR65170 002 (AF)
(ONSITE: G4AST 65170 010)
PDS CODE LY2-DoD 551
Location: Lowry Air Force Base, CO 80230-5000
Length: 16 Class Days

PURPOSE: This course provides instruction in the development of skills and techniques used on practical solutions to problems in all of the diverse areas of DoD base-level contract administration.

SCOPE: Emphasis is placed on decision making and problem-solving techniques. Specific attention is given to price and cost analy-sis; work statements; role of the quality assurance evaluation (QAE) inspector; service, supply, and construction contracts; negotiation; modifications; liquidated damages; terminations; and contract closeout.

PREREQUISITES: Contracting personnel with a minimum of 2 years' contracting experience is required with at least 6 months' actual administration of contracts other than small purchases. This course is not designed for clerical personnel or as an entry level course. Students must bring handheld calculators that perform the four basic mathematical functions.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: BASE CONTRACT LAW
G30ZR6534 007 (AF)
(ONSITE: G4OST 6534 008)
PDS CODE 5LM-DoD 551
Location: Lowry Air Force Base, CO 80230-5000
Length: 10 Class Days

PURPOSE: This course provides application of legal principles governing Government contracts as evolved from common law, statutes, regulations, court, and board decisions.

SCOPE: Course content includes Government's power to contract, legal elements of contracts, Government versus private contracts, legal aspects of contracts, specifications and work statements, bonds and insurance, fiscal considerations, Armed Services Procurement Act, and methods of procurement. Also, included are legal implications in contract type selection, clauses, modifications, disputes, and terminations. Case studies involving these principles and requirements are used as a means of instruction.

PREREQUISITES: Contracting personnel must have at least 2 years' experience when recommended by the base contracting officer (BCO).

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: BASE-LEVEL CONTRACTING
G30BR6531 008
PDS Code 2BA
Location: Lowry Air Force Base, CO 80230-5000
Length: 25 Class Days
MASL D152026

PURPOSE: This course is oriented to base-level contracting functions and provides a basic understanding of contracting.

SCOPE: Course content includes Air Force contracting policy and procedures, publications, statutes, authorities, advertised and negotiated contracts, quality assurance evaluation, contract administration, and customer integrated automated purchasing system (CIAPS). This course replaces G30BR6531 002.

PREREQUISITES: Nominees must be grade 2Lt and above, civilian personnel, GS-5 through GS-8, who meet Civil Service qualification requirements for entry into the GS-1102 or GS-1105 series contracting positions. Personnel who have completed the ALMC (8D4320) course or the Central/System Level Contracting course (G30BR6531 007/G40ST6531 001) are not eligible to attend - English comprehensive level (ECL) 70SA.

QUOTA CONTROL: Quotas are controlled by USAF, HQ Air Force Military Personnel Center AFMPC/DPMAPO; Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: BASE-LEVEL PRICING
G30ZR6534 009
(ONSITE: G4OST 6534 010)
PDS CODE: 8BH
Location: Lowry Air Force Base, CO 80230-5000
Length: 10 Days
MASL D151015

PURPOSE AND SCOPE: This course provides training on contract price and cost analysis, contractor proposal evaluation, and contract surveillance. Also included is pricing theory, analysis techniques of price, cost and profit, as well as evaluation of contractor proposals, competitive and noncompetitive negotiations, surveillance planning and developing performance work statements. Applications are employed throughout with case studies and problem solving situations.

PREREQUISITES: Officers, civilians, and airmen must have a minimum of 2 years' contracting experience. Waivers will be granted for exceptional cases only.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB TX .

SECURITY CLEARANCE: None.

Course Title: BASE-LEVEL QUALITY ASSURANCE EVALUATION PROGRAM COORDINATOR
G3AZR65170 008
PDS Code 4QB
Location: Lowry Air Force Base, CO 80230-5000
Length: 10 Class Days

PURPOSE: Provides training for Air Force or other government contracting personnel, military and civilian, who have been designated by AFR 70-9 or other government regulations as a Quality Assurance Evaluation Program Coordinator in the skills and knowledge necessary to perform as a program coordinator at Air Force/Government activities.

SCOPE: Emphasis is placed on the training of quality assurance evaluators to effectively survey contractor performance. Specific attention is given to principles and policies of Air Force service contracting, the performance work statement, quality assurance evaluation and the quality assurance surveillance plan. Further attention is given to the development of the instructor, development, use and updating of training documents, preparing and conducting instruction and performing administrative functions.

PREREQUISITES: Only personnel designated by AFR 70-9 or other Government regulations as Quality Assurance Evaluation Program Coordinators, either primary or alternate. No waivers.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: CENTRAL/SYSTEMS LEVEL CONTRACTING
G30BR6531 007
(ONSITE: G4OST 6531 001)
PDS Code U7X - DoD2G
Location: Lowry Air Force Base, CO 80230-5000
Length: 25 Class Days
MASL D152016

PURPOSE: This course provides training in the skills and knowledge necessary to perform within an Air Force Logistics Command (AFLC) or Air Force Systems Command (AFSC) level contracting position.

SCOPE: Course content includes fundamentals of Air Force contracting and manufacturing policy, contracting organization and mission, career developments, contracting publications, standards of conduct, contract law, and types of contracts. Special emphasis is placed upon central or systems (AFLC/AFSC) contracting to provide an understanding of concepts and functions such as life cycle phases, systems program office, advanced planning, statement of work, preparation of requests for and evaluation of proposals, negotiation, source selection, contract preparation, development

engineering, production planning and manufacturing operations, industrial material management, subcontract management, quality assurance, contract management, terminations, and contract close-out.

PREREQUISITES: Nominees must be grade 2Lt and above, civilian personnel, GS-5 through GS-9, who meet Civil Service qualification requirements for entry into the GS-1102 or GS-1105 series contracting positions. Personnel who have completed the ALMC (8D-4320) course or the Base-Level Contracting course (G30BR6531 008) or the MTT Central Systems Level Contracting course (G40ST6531-001) are not eligible to attend. International student ECL 70SA.

QUOTA CONTROL: Quotas are co trolled by USAF, HQ AFMPC/DPMRS, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: CONTRACT PLACEMENT
G3AZR65170 004
PDS Code 5CW
Location: Lowry Air Force Base, CO 80230-5000
Length: 14 Class Days
MASL D152021

PURPOSE: This course provides information concerning Federal, DoD, and Air Force acquisition policies and procedures applicable to base-level contracting.

SCOPE: Course content includes authority of contracting officers, technical requirements review, contracts, comptroller general decisions, fraud, waste, and abuse, automatic data processing equipment (ADPE) acquisitions, formal advertising, negotiation, and protests.

PREREQUISITES: Nominees must be contracting personnel with a minimum of 2 years' contracting experience.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: CONTRACTING SPECIALIST
G3ABR65130 003
PDS Code FQS
Location: Lowry Air Force Base, CO 80230-5000
Length: 19 Class Days
AFSC 65130 MASL DI52022

PURPOSE: The course covers DoD and Air Force acquisition policies and procedures applicable to base-level contracting.

SCOPE: Course content includes use of publication, acquisition source selection, contracting authority and responsibility, processing of purchase requests, circumstances permitting negotiation, selection of contracting method, and small purchase procedures. Also included are negotiated contracts, nonappropriated fund purchase procedures, systems management functions, sealed bidding, solicitation of bids, analysis of bids, award of contract, small purchase followup, contract administration, and maintenance and disposition of contract files.

PREREQUISITES: International student ECL 70SA.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO UTILITIES CONTRACTING
G30ZR6534 008 (AF)
(ONSITE: G4OST 6534 009)
PDS CODE 53J-DoD 551
Location: Lowry Air Force Base, CO 80230-5000
Length: 5 Class Days

PURPOSE: This course provides engineering, legal, and procurement personnel whose current duties directly relate to utilities contracting with an understanding of contract preparation, negotiation, and administration as applied to the speciality area of DoD utilities procurement.

SCOPE: Course content covers laws, regulations, and publications governing contracting for utilities regulated and nonregulated suppliers, utilities procurement team responsibilities, prenegotiation preparation, requirements and specifications, connection charges and termination liabilities, utilities rate schedules and analysis, and contract negotiation, preparation, and administration.

PREREQUISITES: This course is appropriate for military personnel in grades E-7 and above, 0-2 and above, and civilians, GS-7 and above, whose current duties directly relate to utilities contracting administration. It is recommended that personnel assigned to civil engineering, legal and contracting from the same installations attend the course together. It is also recommended that students bring copies of current utility rate schedules, billing data, and invoices to the course. Individuals who have attended course G30ZR6534 002, Utility Contract Negotiation and Administration PDS Code LTD (7 days length) before 16 April 1984 are ineligible to attend this course.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: MANAGING QUALITY ASSURANCE FOR SERVICE CONTRACTS
G3AZR65170 000
PDS Code 3LS
Location: Lowry Air Force Base, CO 80230-5000
Length: 5 Class Days

PURPOSE: The course trains selected Air Force personnel who require the skills and knowledge in the specialized area of managing quality assurance for service contracting at base-level.

SCOPE: Course content includes orientation of basic contracting procedures and policies of service contracting, development of performance work statements and surveillance plans, doing surveillance and documentation, and identification of possible fraud, waste, and abuse.

PREREQUISITES: Nominees must be Officers 01 through 05, enlisted E6 through E9 and Civilian GS-9 through GS-13 who are chief QAES (see AFR 70-9) or supervisors of QAEs who will be responsible for reviewing, tailoring, or writing performance work statements (PWS) for Air Force installations. Personnel who have been selected for overseas assignment in a manpower position as Chief QAE will receive priority scheduling to attend the course. All participants are required to bring copies of current PWS and Quality Assurance Special Projects (QASP). Personnel in the contracting career field are not eligible to attend.

QUOTA CONTROL: Quotas are controlled by HQ ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: TRANSPORTATION OF HAZARDOUS MATERIALS (AIR AND SURFACE)
J3AZR60000 002
PDS Code PKS
Location: Sheppard Air Force Base, TX 76311-5000
Length: 8 Class Days

PURPOSE: This course provides specialized training for military and civilian personnel assigned to or projected for assignment to duty requiring the acceptance, handling, transportation, or storing of dangerous cargo.

SCOPE: Topics include rail, motor, water, air carrier, and intermodal requirements for safe shipment of explosives and other dangerous articles. Other topics included are inspection and quality control procedures for packaging, marking, labeling certification, loading, blocking, and bracing dangerous cargo by all modes, and Federal and military requirements for shipment and supervision on dangerous cargo operations. This course satisfies training requirements for personnel assigned responsibility for authentication of DD Form 1387-2, Special Handling Data/ Certification.

PREREQUISITES: Entry is restricted to officers, enlisted personnel, and civilian equivalents who are assigned to, or projected for, assignment to duty requiring the acceptance, handling, transportation, or storing of dangerous cargo or the authentication of DD Form 1387-2 per AFR 75-1, Transportation of Materiel, paragraph 59-6, Code of Federal Regulations; DOT Motor Carrier Safety Regulations; and TM 55-310. A background in surface and air freight and a working knowledge of AFR 71-4, AFR 127-100 and AFM 75-2, and CFR 49 is desirable.

QUOTA CONTROL: Quotas are controlled by ATC/TTPP, Randolph AFB, TX.

SECURITY CLEARANCE: None.

Course Title: QUALITY ASSURANCE REPRESENTATIVE FOR TRAINING SYSTEMS
G30ZR6534 010
(ONSITE G40ST6534 011)
PDS Code J9K
Location: Lowry Air Force Base, CO 80230-5000
Length: 10 Class Days

PURPOSE: This course is services contract-oriented training. Initially it will provide instruction for Air Force/Government personnel, job series 1910, AFSC 6524, in the knowledge and skills needed to perform specific quality assurance responsibilities relevant to training systems.

SCOPE: The scope of training includes understanding of contract quality requirements, identification and interpretation of various inspection systems and preparation of surveillance plans to oversee contractor's quality assurance programs. This includes procedures review, evaluation and inspection, corrective action requirements, quality data evaluation, configuration management and computer software.

PREREQUISITES: Students must be assigned to a Quality Assurance Representative (QAR) position or have a need for the training because of a future assignment to such a position. This course is NOT designed to train Quality Assurance Evaluators or Program Coordinators.

QUOTA CONTROL: HQ ATC/TTPP, Randolph AFB, TX. Note: A heavy influx of Air Force QAR training needs must be established from Mar 90 through Mar 92. Non-Air Force quotas will be limited initially, but as Air Force requirements are satisfied, other DoD/Government agencies will be allocated additional quotas.

SECURITY CLEARANCE: None.

SECTION C

AIR UNIVERSITY CENTER FOR PROFESSIONAL DEVELOPMENT

SCHOOL INFORMATION
Technical Training

The Air University Center for Professional Development (AUCPD) was activated on 1 August 1986. The new organization was formed by merging the Leadership and Management Development Center and the Educational Development Center.

AUCPD presents two DMET courses, the Professional Military Comptroller Course (PMCC) and the Military Judges Seminar (MJS). AUCPD provides resident professionals continuing education (PCE) short courses in selected areas of professional education. These courses meet validated educational requirements of Air Force and DoD personnel in specific functional areas identified by Air Staff functional managers in fields related to Military and Civil Service duty assignments.

The AUCPD curriculum consists of approximately 50 courses of relatively short duration - 1 to 8 weeks. With few exceptions, each course is offered one or more times in residence at Maxwell/Gunter during the academic year. The quality of the curriculum is maintained by (1) limiting the number of students per class to facilitate a seminar environment; (2) integrating current subject matter with appropriate levels of learning; (3) employing the latest teaching techniques and aids; (4) screening students to ensure they meet course prerequisites; and (5) selecting faculty members and guest speakers based upon their academic qualifications and extensive current experiences in the field plus their ability and desire to teach.

The Commander, AUCPD, or his authorized representative, will determine course entry dates and furnish necessary reporting instructions to the requesting Agency. AUCPD courses, including description, duration, eligibility criteria, etc., are announced in the USAF Formal Schools, AFR 50-5.

GEOGRAPHICAL LOCATION AND CLIMATE: AUCPD is located in Building 1404, Maxwell AFB. Maxwell AFB is on Highway 31, on the northwestern edge of the city of Montgomery, AL.

Precipitation averages about 50 inches per year with monthly means ranging from a minimum of 2.26 in October to a maximum of 6.27 in March. The climate of Maxwell is relatively mild with only brief periods of cold weather during the winter months. Southerly winds from the Gulf of Mexico keep summer temperatures moderate and the air humid. Average temperatures at Maxwell range from 49.2 degrees in January to 81.7 degrees in July.

QUARTERS AND MESSING FACILITIES: Visiting officers' quarters (VOQ) facilities are available to all students. The VOQ office is located in Building 119. All PMCC and MJS students are urged to live in Government quarters to enhance the learning process. The Maxwell Officers' Open Mess offers complete dining room facilities. Membership in the Officers' Open Mess is available to all students. In addition to the Officers' Mess, there is a base cafeteria located in Building 45 and an Officers' Field Ration Dining Hall in Building 1420.

WELFARE AND RECREATIONAL FACILITIES: Welfare and recreational facilities come in a wide variety of activities typical of large military installations. Adequate hospital, dispensary, and clinical facilities are available at Maxwell for both military and civilian students. Chaplain activities provide for the religious needs of all faiths. Other welfare activities include the American Red Cross, the Air Force Aid Society, and Family Services. Golf, bowling, swimming, a gymnasium, and limited hunting and fishing are available.

CLASS AND STUDY HOURS: PMCC and MJS students are normally scheduled for formal classes from 0800 through 1550 each day.

LIBRARY FACILITIES: The Air University Library, Building 1405, is available to all of the students of AUCPD. There is also the base library located in Building 28. Finally, the Historical Research Division, Building 1405, provides archival and historical services for the U.S. Air Force. The Air Force Historical Archives now contain more than 1,500,000 documents relating to Air Force history from its beginning in 1907 to the present.

REGISTRATION AND GRADUATION PROCEDURES: Students are given an orientation on the opening day of class. PMCC and MJS students report directly to Building 1404 at 0730 hours on the first day of class. Students will graduate at 1000 hours on the last day of the course.

AVAILABILITY OF PUBLIC TRANSPORTATION: Montgomery is served by civilian air and bus lines. Military air transportation is also available. There is city bus and taxi service between Montgomery and Maxwell Air Force Base.

ACADEMIC CREDIT: The number of credit hours recommended by the American Council on Education:

COURSE	CREDIT HOURS
Professional Military Comptroller Course	19 Semester Hours Upper Division Baccalaureate in Business Administration (including Financial Management), 3 Semester Graduate Hours in Financial and Economic Analysis and 3 Semester Graduate Hours in Organizational Management.
Military Judges Seminar	No Academic Credit Recommended.

SECTION C

AIR UNIVERSITY CENTER FOR PROFESSIONAL DEVELOPMENT

COURSE DESCRIPTIONS

Course Title: MILITARY JUDGES SEMINAR
AFJAG 630 (AF)
Location: Air University Center for Professional Development
(AUCPD)
Maxwell Air Force Base, AL 36112-5712
Length: 5 Class Days

PURPOSE: The seminar provides currently serving and newly selected interservice judges with a forum for the discussion and resolution of a variety of commonly experienced problems affecting the judge's role in the pretrial, trial, and posttrial stages of special and general courts-martial.

SCOPE: The seminar is designed to contribute to the professional development of currently-serving and newly-selected interservice judges. Seminar topics include responsibilities of a court manager during trial, courtroom procedure, rules of evidence as they apply to courts-martial, and recent court decisions impacting significantly on trials by courts-martial.

Instructional methodologies utilized include faculty lectures, lectures by guest judges, seminars, and simulations/trial exercises. The curriculum is designed to provide maximum interaction between the attending judges. Instruction is student-centered and is generated in large part by the attendees.

PREREQUISITES: Officers in the grades of captain through colonel (or equivalent) who have been designated to serve as presiding officers on general or special courts-martial. Selection is made by the Judge Advocate General of each Service. The seminar composition is not fixed but will normally be 10 Army, 6 Navy, 6 Marine Corps, and 24 Air Force.

SECURITY CLEARANCE: A SECRET security clearance is required and must be reflected in orders.

Course Title: PROFESSIONAL MILITARY COMPTROLLER COURSE
LMDC 501 (AF)
Location: Air University Center for Professional Development
(AUCPD)
Maxwell Air Force Base, AL 36112-5712
Length: 39 Class Days

PURPOSE: The course develops in selected personnel a capacity to adapt the role and tasks of the comptroller to the economic, political, and social environment of the military. It provides an understanding of the impact of major contemporary issues and national policies on the allocation of resources to and within DoD.

SCOPE: The course is designed to contribute to the professional development of senior military and civilian officials who serve as, or have been selected to serve as comptrollers or as key officials within a comptroller organization. It also contributes to the development of financial management expertise of senior military and civilian officials who are assigned to functional areas outside the comptroller organization but are responsible for the management of defense resources. Course topics provide students with an understanding of the financial controls operating within the Federal Government; legal basis and responsibilities of the comptroller; major aspects of the U.S. economic system; influences that affect financial policies and the environment in which the comptroller must function; capabilities and limitations of the computer and information systems as management tools; analytical tools, techniques and methods that can be used to facilitate managerial decision making; the financial management aspects of the defense acquisition process; underlying accounting theories, principles and concepts upon which the financially-based systems of the Military Services have been developed; contemporary management theories and concepts; and the purpose, objectives, and features of systems that have been developed to assist in management of national security resources.

PREREQUISITES: The course is open to military officers, 0-4 or above, and civilian personnel, GS-12 or above, with actual or anticipated assignments as comptrollers, deputy comptrollers, or assistant comptrollers at camp/post/base/station or as the Head of a branch, division, or directorate in the comptroller staff at intermediate command headquarters or higher. Fully qualified comptroller MOS/AFSC or skill speciality, or a baccalaureate degree in business administration or related field is required. All applicants must have a minimum of 3 years of career

retainability at the time of selection. Captains and GS-11s may be accepted on an exception basis. Resource managers outside the comptroller organization may be admitted on a limited basis.

The class composition is not fixed but will normally be 21 Army, 9 Navy/Marine, 32 Air Force, and 1 DoD student. The military/civilian mix is approximately equal.

SECURITY CLEARANCE: A SECRET security clearance is required.

CHAPTER 3

DEPARTMENT OF THE ARMY

SECTION A

UNITED STATES ARMY LOGISTICS MANAGEMENT COLLEGE
Fort Lee, VA 23801-6041
SPONSOR No. 2212

SCHOOL INFORMATION

Nominations of principal candidates will be submitted to the Commandant, ALMC, ATTN: AMXMC-A-R, Fort Lee, VA 23801-6041, on DD Form 1556. A sufficient number of alternate nominees will be submitted simultaneously to assure replacement of canceled principal nominees. Commands submitting nominations requiring a waiver of course prerequisites will complete command statement of justification on the DD Form 1556. Approved alternate nominees may be substituted for principal nominees. Application for training or designation by proponent agency for reserve component officers should be accomplished as prescribed in AR 135-200, Active Duty for Training and Annual Training of Individual Members. The Commandant, Army Logistics Management College (ALMC), has final approval authority on nominations. Nominees will be notified through command channels of their acceptance or nonacceptance for course attendance.

Nominations for ALMC courses will be submitted not later than 45 days prior to the class starting date with the exception of Army Materiel Command (AMC) nominees. AMC nominees must submit DD Form 1556 according to DARCOM-R 350-1. Nominations requiring a waiver of course prerequisites will be submitted not later than 60 days prior to the class starting date. Nominations received after the above mentioned dates can only be accepted on a space available basis.

The Logistics Executive Development Course (LEDC) has special enrollment procedures. AMC nominees must submit their applications not later than 90 days prior to the class starting date to: Commandant, ALMC, ATTN: AMXMC-A-R, Fort Lee, VA 23801-6041. Total Army Personnel Agency (TAPA) nominates all Army military personnel assigned to this course while in permanent change of station and must concur in all TDY nominations. TAPA nominations are submitted to ALMC 60 days prior to the class starting date. Nominations for all other personnel must be submitted directly to ALMC no later than 60 days prior to the class starting date.

In addition to the scheduled ALMC courses listed in subsection 3A, Course Descriptions, seminars are conducted to provide refresher type instruction to high level logistics managers. The college schedules and conducts the seminars during periods when classroom facilities and instructors are available and as need exists for the instruction.

For further information concerning ALMC course and seminar offerings write Commandant, ALMC, ATTN: AMXMC-A-R, Fort Lee, VA 23801-6041.

GEOGRAPHICAL LOCATION AND CLIMATE: ALMC is located at Fort Lee, VA, on Virginia Route 36, 3 miles east of Petersburg, 5 miles southwest of Hopewell, and 25 miles south of Richmond. Situated in an area recognized as one of the most historic in the U.S., the college is within a short drive of the first permanent English settlement in America and the two towns where Revolutionary and Civil Wars ended.

Climatic conditions are variable with average temperature of 77 degrees in the summer and 39 degrees in the winter. This area has an early spring, long summer, late fall, and short winter. Humidity is usually high, and the average annual precipitation is 40 inches. There is snow on the ground about 10 days per year.

QUARTERS AND MESSING FACILITIES: All personnel must report to the Billeting Office on or before the reporting date specified in their orders. If quarters are not available, certificates of nonavailability will be issued. For information and/or reservations, call the Billeting Office on AUTOVON 687-4023 or commercial 804-734-4023. The dining facilities of the Fort Lee Officers' Club (FLOC) and the Post Exchange (PX) Cafeteria are available to civilian personnel during the time they are attending courses at ALMC. A modern cafeteria is also available in Bunker Hall.

PER DIEM: Per diem rates for both military and civilian personnel will be governed by the Joint Travel Regulation (JTR).

ADDITIONAL FUNDING INFORMATION: A tuition charge for all non-DoD and industry students attending ALMC will be assessed in accordance with current DoD, AMC, and Service directives. Exact charge for a specific course can be ascertained by telephoning the registrar at area code 804-734-4220. Non-DoD Agencies will be billed after course completion for tuition. Industry must prepay tuition before attendance.

WELFARE AND RECREATION FACILITIES: ALMC has facilities and equipment for sports such as tennis, softball, and volleyball. Special Services operates recreational facilities for military personnel only. There are theaters, chapels, an 18-hole golf course, and the Rod and Gun Club available for all students. Kenner Army Hospital furnishes medical services to students.

Information is available at the college as to places of interest in the area.

Civilian students living in Government quarters are authorized limited PX purchases (AR 60-20, Operating Policies).

A barber shop and a mailroom are maintained at ALMC. Banking facilities, an airline ticket office, and a laundry and dry cleaning facility are on the post.

CLASS AND STUDY HOURS: Class hours may vary. Classes are normally conducted from 0800 to 1630 hours, Monday through Friday. The normal day includes 6 classroom hours of instruction and 2 hours of study time. Students are occasionally organized into study groups which meet at night.

LIBRARY FACILITIES: The Army Logistics Library is operated jointly by the Quartermaster School and ALMC. There is also a Recreation Services Library at Fort Lee.

DoD LOGISTICS STUDY COLLECTION: The mission of the Defense Logistics Studies Information Exchange (DLSIE) is to provide information services about logistics studies, models, and related research to all DoD components, their contractors and grantees, and other U.S. Government agencies. The DLSIE mission includes acquiring, storing, organizing, and disseminating information pertaining to logistics studies and models and miscellaneous documents (technical journals, books, policy letters and speeches, and research papers), the content of which may be useful to logisticians. The exchange publishes a comprehensive annual bibliography, with quarterly supplements for logistics studies and an annual catalog of logistics operations research/systems analysis models and related documents.

DLSIE operates a logistics library of over 70,000 references relating to logistics management studies and models. This data base is expanded by the addition of approximately 5,000 new documents each year. Visitors are welcome to use these documents onsite at ALMC.

Upon request, DLSIE will prepare a custom bibliography on logistics research and management subjects and provide secondary distribution of logistics information in microfiche form.

ATTIRE: Unless otherwise notified, military personnel will wear the Class B uniform to class. However, the Army fatigue (equivalent for other Services) is not authorized for any class activity. Civilian students may wear normal business attire.

Foreign officers will wear the uniform nearest equivalent to the prescribed uniform for the corresponding U.S. Services in accordance with their own national service regulations.

AVAILABILITY OF PUBLIC TRANSPORTATION: Bus service and commercial taxis operate on post. Petersburg is served by AMTRAK. Two bus lines, Greyhound and Trailways, serve the area. Richmond International Airport in Richmond is a 45-minute drive from Fort Lee. Commercial limousine transportation is available from the airport to Fort Lee, VA. Major highways to Petersburg are Interstates 85 and 95, U.S. Routes 1, 301, and 460.

ORDERS: Students should bring a minimum of six copies of their orders with them.

ONSITE INSTRUCTOR TEAMS

GENERAL: Those courses taught off campus by the ALMC faculty are normally identical in content to the ALMC resident courses. The college funds for the travel and per diem of ALMC faculty for onsite courses only if programmed in advance as part of the onsite annual schedule. ALMC provides instructional materials for this training. All other costs are borne by the host installation and other agencies registering students in the courses. The funding of unprogrammed requirements for onsite training occurring after the DMET survey is normally done by the host installation and other agencies registering students in the courses. Tuition is required for non-DoD and industry students.

UNITED STATES ARMY LOGISTICS MANAGEMENT COLLEGE

ALTERNATIVE MODES OF TRAINING

CORRESPONDENCE COURSE PROGRAM

PURPOSE: Correspondence courses are designed to develop management skills in individuals whose current or potential assignments are to positions of responsibility in the military logistics system.

ELIGIBILITY: Civil Service, active military, and Reserve components personnel are eligible to enroll in the courses.

ENROLLMENT PREREQUISITES: In general, applicants for enrollment must occupy, or reasonably expect to occupy in the event of mobilization, positions in the defense supply system that call for management ability in matters specifically related to logistics.

A request for waiver of prerequisites will be considered if supported in writing by the applicant's supervisor. The request and supporting statement should be submitted with the enrollment application.

RESERVE COMPONENT PERSONNEL: Reservists interested in logistics studies as part of an established group are encouraged to do so by individually enrolling in the ALMC Correspondence Course Program. In addition to an increased number of retirement point credits available through the independent study method, the efforts will equate to a much more acceptable academic dimension. Participation requirements, mailing address, and telephone numbers for group participation are the same for correspondence course applicants. Course material and examinations will be forwarded by the Correspondence Office at ALMC.

HOW TO ENROLL: DA military and civilian personnel may apply by submitting one copy of DA Form 145, Army Correspondence Course Enrollment Application. Navy personnel use NAVEDTRA Form 1550/1, Application for Enrollment in Correspondence Course, and Air Force personnel, ECI Form 23, ECI Enrollment Application. Applicants should complete one copy of the application form and send it through their immediate training officer or supervisor for endorsement and forwarding to Commandant, ALMC, ATTN: AMXMC-ET-C, Fort Lee, VA 23801-6042. Reservists' applications should be endorsed by the applicant's record custodian. Foreign personnel may be eligible for enrollment in ALMC Correspondence Courses under the conditions set forth in DA Pam 351-20, Announcement of Army Correspondence Courses. Foreign military personnel may enroll provided applications are forwarded through Security Assistance Training Field Activity (SATFA), HQ U.S. Army Training Doctrine Command (TRADOC) and approved. Contractor students may enroll if qualified, and the training is determined to be in the best interest of the Government by the Contracting Officer's Representative (COR).

REQUESTS FOR INFORMATION: Inquiries may be addressed as in the paragraph above or made by telephone: AUTOVON 687-1839 or commercial 804-734-1839.

ACCREDITED OFF-CAMPUS INSTRUCTION (AOCI) PROGRAM

NATURE AND PURPOSE: AOCI program is a mode of instruction whereby ALMC provides the appropriate course materials, and instruction is provided by approved local activity instructors. Approval may be granted on a one time basis using the procedures outlined below or granted on a permanent basis. The Navy Acquisition Management Training Office, Norfolk, VA and the DLA Civilian Personnel

Service Support Office (DCPSO), Columbus, OH have been accredited to present selected DoD acquisition courses. Activities may choose to pursue education through either regular or special enrollment. Every effort will be made to accommodate your educational needs.

REGULAR AOCI PROGRAM: AOCI is an educational program which offers formal classroom instruction in logistics management using qualified installation personnel as instructors. ALMC materials, methods, and policies are utilized throughout each course. The regular AOCI courses parallel their resident counterparts and are equally qualifying for career progression.

SPECIAL AOCI PROGRAMS: Special AOCI courses prepared from select portions of the regular AOCI courses are designed to meet specific installation educational requirements. A command or activity having a need for special courses should contact the appropriate ALMC AOCI Project Officer concerning the possibility of designing a special AOCI course to fill the need.

COMBINATION AOCI/ONSITE INSTRUCTION: Using this method the command furnishes the students, facilities, and some instructors. ALMC furnishes all of the lesson materials and will augment the instructor team by furnishing ALMC faculty instructors when available.

HOW TO APPLY: The installation uses the XMC Form 70, Application for Accredited Off-Campus Instruction, to apply for either regular or special AOCI courses. Additional information for DoD acquisition courses may be obtained by writing Commandant, ALMC, ATTN: AMXMC-ACM, Fort Lee, VA 23801-6048 or by calling AUTOVON 687-1669. Additional information for Commodity Command Standard System (CCSS)/Standard Depot System (SDS) courses may be obtained by writing Commandant, ATTN: AMXMC-MR-S, Fort Lee, VA 23801-6049 or by calling AUTOVON 687-5525.

ALMC LEARNING CENTER

PURPOSE: Learning Center (LC) courses are designed to develop managerial and functional skills.

ELIGIBILITY: Civil Service, active military, and reserve components personnel are eligible to participate in any of the LC courses.

ENROLLMENT PREREQUISITES: Applicants are required to have a need for the knowledge to be gained from the LC courses. This need can be related to current or anticipated jobs or positions.

HOW TO ENROLL: Applicants may apply for LC courses at any LC by completing and submitting one copy of DA Form 145 to Commandant, ATTN: AMXMC-ET-ADO, Fort Lee, VA 23801-6057. If materials are available at local LCs, please note in block 4 of DA Form 145. Applicants should be endorsed by the LC coordinator or training officer. Since LC materials involve media, they are expensive to produce. For this reason, individual requests should be combined and a coordinator assigned to receive and manage the materials. The name, address, and telephone number of the coordinator should be submitted to ALMC with the application for LC course materials. ALMC will issue certificates after the following items have been received at ALMC: application form, lessons (if required), examinations, and audio/videotapes. For additional information please call AUTOVON 687-1864.

SATELLITE EDUCATION PROGRAM

NATURE AND PURPOSE: The Satellite Education Program (SEP) is now reaching many sites in DoD allowing commanders to use electronic means to train the work force. Courses are taught over the electronic conference board and on live television. The cornerstone of this mode is interaction between the students and the instructor the entire class day.

ENROLLMENT PREREQUISITES: Applicants must meet the same prerequisites as required by the resident course.

HOW TO RECEIVE SEP COURSES: Receiving sites must provide receiving equipment (downlink), TV sets, electronic conference board, videotape playback units, vugraph projectors, and local communications in adequate classroom facilities. Inquiries should be addressed to Commandant, U.S. Army Logistics Management College, ATTN: AMXMC-DSEP, Fort Lee, VA 23801-6052 (AUTOVON 687-3498/2792).

CONTRACTOR PROGRAM

NATURE AND PURPOSE: The ALMC Instructional Services Contract makes Management of Defense Acquisition Contracts Course (MDACC) (Basic) and MDACC (Advanced) available on an indefinite delivery, indefinite quantity, firm fixed price contract. Contractor instructor travel is reimbursed at cost. Funds are provided by

the receiving activity. All course materials, examinations and graduation certificates are identical to the resident courses.

ENROLLMENT PREREQUISITES: Applicants must meet the same prerequisites as required by the resident courses.

REQUESTS FOR INFORMATION: Inquiries should be addressed to Commandant, U.S. Army Logistics Management College, ATTN: AMXMC-ACM, Fort Lee, VA 23801-6048 or by calling AUTOVON 687-1669.

ALTERNATIVE MODES OF TRAINING

COURSE	CORRES	CONTRAC-TOR	MODE AOCI	LC	SEP	SCOPE*
AMC Equipment Management Course	x					1
AMC Installation Equipment Management System (IEMS) Course	x		x	x		2
AMC Installation Procurement Management System Course	x		x	x		2
AMC Methods and Standards System Course	x		x	x		2
AMC Installation Supply System Course	x		x	x		2
Army Maintenance Management Course	x		x			1
Army Materiel Plan Modernization Course			x			2
Associate Logistics Executive Development Course	x					1
Basic Statistics for Logistics Management				x		2
Building Credibility and Authority in Organizations				x		2

COURSE	CORRES	CONTRAC-TOR	MODE AOCI	MODE LC	SEP	SCOPE*
Commodity Command Standard System (CCSS) Cataloging-Provisioning System Course			x	x		2
Commodity Command Standard System (CCSS) Functional Course	x					1
Commodity Command Standard System (CCSS) Materiel Release Denials Course	x		x	x		2
Commodity Command Standard System (CCSS) Physical Inventory Management Course	x		x	x		2
Contracting Officer's Representative				x	x	1
Cost Estimating for Engineers Course	x					1
Defense Hazardous Materials/ Waste Handling Course	x				x	1
Defense Integrated Disposal Management System						1
Defense Inventory Management Course	x		x			1
Defense Metals Identification and Recovery						1
Defense Reutilization and Marketing Operations Course-Basic	x					1
Defense Property Disposal System: An Introduction	x					2
Defense Small Purchase Course (Basic)	x		x		x	2
Depot Supply Operations Management Course	x		x		x	1

COURSE	CORRES	CONTRAC-TOR	AOCI	MODE LC	SEP	SCOPE*
Economic Order Quantity				x		2
Equipment Distribution Planning and Execution				x		2
Introduction to Defense Financial Management Course	x					2
Introduction to Management in Logistics Course	x					2
Logistics Control Activity Overview				x		2
Logistics Executive Development Course	x					1
Logistics Management Development Course	x					1
Management Enrichment Series-The Marquee				x		2
Management of Defense Acquisition Contracts Course (Basic)	x	x	x		x	1
Management of Defense Acquisition Contracts Course (Advanced)		x	x			1
Metric Systems, SI Course				x		2
Operations Research/Systems Analysis Familiarization	x					1
Performance Work Statements				x		1
Research and Development Orientation Course	x					1
SDS Automated Time and Attendance and Production System Course			x			2

COURSE	CORRES	CONTRAC-TOR	MODE AOCI	MODE LC	SEP	SCOPE*
SDS Depot Maintenance Workloading Course	x		x	x		2
SDS Depot Materiel Release Denials Course	x		x	x		2
SDS Depot Performing Counts and Location Survey Course	x		x	x		2
SDS Depot Physical Inventory Management Course	x		x	x		2
SDS Depot Physical Inventory Reconciliation Course	x		x	x		2
SDS Depot Transportation Management Course	x		x	x		2
SDS Location (General Supplies) Course	x		x	x		2
SDS Maintenance Inspection Data Analysis System Course	x		x	x		2
SDS Maintenance Shop Floor System Course			x			2
SDS Parts Management in Depot Maintenance Course	x		x	x		2
SDS Production Planning and Control for Supply Operations Course	x		x	x		2
SDS Production Planning and Control Scheduling Model for Maintenance Course	x		x	x		2
SDS Receiving (General Supplies) Course	x		x	x		2
SDS Shipment Planning (General Supplies) Course	x		x	x		2

COURSE	CORRES	CONTRAC-TOR	MODE AOCI	MODE LC	SEP	SCOPE*
SDS Stock Selection and Outprocessing (General Supplies) Course	x		x	x		2
SDS Supply Quality Control Course	x		x			2
Types and Format of Specifications				x		2

*Number 1 refers to index for page number of resident version description.
Number 2 there is no resident version. Description follows this table.

COURSE SYNOPSES

AMC INSTALLATION EQUIPMENT MANAGEMENT SYSTEM (IEMS) COURSE (ALMC-6J) 40 credit hours

SCOPE: This course describes in detail the new IEMS to include property book, equipment authorizations, and motor pool operations. Also it provides detailed coverage of the IEMS Bar Code Inventory System (BARCIS).

AMC INSTALLATION PROCUREMENT MANAGEMENT SYSTEM COURSE (ALMC-7L) 8 credit hours

SCOPE: This course covers the procurement management at the depot, installation, and selected activity level to interface between ISA, comptroller, cataloging activities for the establishment of the Procurement History Master File (PHMF), update, change, deletion, and final purge of the PHMF.

AMC METHODS AND STANDARDS SYSTEM COURSE (ALMC-7E) 8 credit hours

SCOPE: This course provides detailed coverage of the AMC Work Measurement Reporting System to include the control, validation, and preparation of input and output workload data relating to man-hours, work units, and work performance versus standards.

AMC INSTALLATION SUPPLY SYSTEM COURSE (ALMC-7H) 32 credit hours

SCOPE: This course covers cataloging, ISA materiel management, receipts, turn-ins, issues, back order releases, due ins, back orders, inventory reports, file maintenance, continuing balance system; selected item management system expanded (SIMS-X) replenishment and maintenance, supply status, followups, cancellations, file query procedures, data management controls, products, and reports.

ARMY MATERIEL PLAN MODERNIZATION (AMP MOD) COURSE (ALMC-3T) 36 credit hours

SCOPE: The AMP MOD course is intended for commodity command personnel with job responsibilities in the development and maintenance of major item budgeting programs, i.e., program managers, item managers, contract specialists, etc. It provides an overview of the modernized major item data base system and details of the AMP MOD terminal operation for the functional user.

BASIC STATISTICS FOR LOGISTICS MANAGEMENT (38-0071-LC) 82 credit hours

SCOPE: This course is an introduction to the basic statistics that form the foundation of quantitative analysis used to address logistics management. It is designed for the student who has had prior exposure to the subject and needs a refresher course in basic statistics. The course will provide students with the knowledge necessary to understand and interpret statistical analysis as used in the field of logistics. This will include coverage of (1) descriptive methods such as presentation and analysis of data, frequency distributions and measure of central tendency and dispersion; (2) basic probability such as permutations and combinations, odds and likelihood, and probability distributions; (3) statistical inference such as confidence intervals and simple hypothesis tests; and (4) time series analysis and forecasting techniques such as simple regression, exponential smoothing, and indexing. These concepts will be covered through the use of practical applications to logistics management problems.

BUILDING CREDIBILITY AND AUTHORITY IN ORGANIZATIONS (38ö0013öLC) 60 credit hours.

SCOPE: Part I. Authenticity ö authentic being, influence of signs, symbols, slogans, and figures of speech; motivation, commitment, and productivity; honor and dignity vs. dehumanization; preference, attitudes, and values.

Part II. Management by Crisis...Exception...Results...Objecö tives ö effectiveness vs. efficiency; accountability and responsibility; the management control process; performance standards; management by crisis; management by exception; management by results; management by objectives.

Part III. Credibility ö sources and maintenance of credibility; communication and credibility; problemösolving and decision making; crganizational effectiveness; organizational effectiveness vs. management development.

Part IV. Managing Change and Innovation ö the manager's role in managing change and innovation; credibility, authority, and the successful management of change and innovation; resistance to change; the change process; developing creativity.

Addendum: Productivity Improvement Programs ö elements of productivity improvement; AMC's approach to productivity improvement resource, selföhelp, affordability, planning effort (RESHAPE); Department of Army's (DA) productivity improvement program with emphasis on AMC's implementation; use of charts in depicting productivity; relationship between productivity and current and projected information processing systems.

COMMODITY COMMAND STANDARD SYSTEM (CCSS) CATALOGING PROVISIONING SYSTEM COURSE (ALMCö3C) 32 credit hours

SCOPE: This course provides detailed coverage of the Cataloging/ Provisioning System which automates a number of routines previously done manually to give enhanced visibility and control for the cataloger in the initial provisioning process.

COMMODITY COMMAND STANDARD SYSTEM (CCSS) MATERIEL RELEASE DENIALS COURSE (ALMCö3N) 8 credit hours

SCOPE: This course discusses materiel release denials to include denial management codes, Army supply distribution activity (ASDA) denial processing, researching denials, and the zero balance flasher.

COMMODITY COMMAND STANDARD SYSTEM (CCSS) PHYSICAL INVENTORY MANAGEMENT COURSE (ALMCö6C) 50 credit hours

SCOPE: This course presents a comprehensive view of the materiel readiness command's physical inventory and inventory reconciliation systems. Included is a thorough explanation of the processing frequencies involved in the system, and input/output products of these frequencies.

DEFENSE REUTILIZATION AND MARKETING SYSTEM: AN INTRODUCTION (38-0080) 50 credit hours

SCOPE: This self-paced course provides an overview of the defense reutilization and marketing system. Emphasis is on program objectives, organizational structure, and relationships of the major functions and subsystems.

ECONOMIC ORDER QUANTITY (EOQ) (38-0021-LC) 2 credit hours

SCOPE: This lesson covers the general concepts of minimization of variable holding and variable ordering costs at the Inventory Control Point (ICP) by selection of an optimum procurement quantity. The relationship of this buy quantity, called EOQ, to the frequency of placing orders is also addressed.

EQUIPMENT DISTRIBUTION PLANNING AND EXECUTION (38-0022-LC) 10 credit hours

SCOPE: This course provides instruction on the various data base systems that are used to forecast, plan, and execute distribution of major items to claimants having equipment shortages. The course includes a description of the Total Army Equipment Distribution Program (TAEDP), the Monthly Requisition Validation System, and the Equipment Release Priority System.

INTRODUCTION TO DEFENSE FINANCIAL MANAGEMENT COURSE (61-02) 40 credit hours

SCOPE: This course encompasses defense financial systems and controls to include introduction to defense financial management; planning, programming, and budgeting appropriations; command operating programs and budget; budget execution review; accounting; working capital funds; and review and analysis process.

INTRODUCTION TO MANAGEMENT IN LOGISTICS COURSE (66-01) 40 credit hours

SCOPE: Topics covered in this course are principles and concepts of management; functions of the manager; communication; labor-management relations and equal employment opportunity; problems of planning, organizing, and controlling; delegation of authority and responsibility; managerial techniques and methods; and interrelationships of logistics functions.

LOGISTICS CONTROL ACTIVITY OVERVIEW (38-0025-LC) 3 credit hours

SCOPE: This course discusses the organization missions and functions of the Logistics Control Activity. Also presented is an indepth analysis of the logistics intelligence file as well as management reports, air cargo challenges, forecasting and reconstitution procedures.

MANAGEMENT ENRICHMENT SERIES-THE MARQUEE (38-0009-LC) 12 credit hours

SCOPE: Part I describes the four life positions - I'm Not OK, You're OK; I'm OK, You're Not OK; I'm Not OK, You're Not OK; I'm OK, You're OK. Suggests techniques for managing (not changing) the behavior manifested in each of the life positions.

Part II describes the behavioral aspects of sending and receiving information. Suggests ways to enlarge the "area of ease" and practice of sharing.

Part III describes the five positions on the "managerial grid." Suggests ways to develop styles of leadership that are compatible with objectives, personal and professional.

Part IV presents the notion that "the language of management is the language of achievement."

METRIC SYSTEMS, System International (SI) COURSE (38-0015-LC) 4 credit hours

SCOPE: This course is designed to provide a basic understanding of (1) the provisions of the Metric Conversation Act of 1975; (2) private section and DoD policies relative to metric conversation; and (3) a general overview of the seven base units.

SDS AUTOMATED TIME AND ATTENDANCE AND PRODUCTION SYSTEM COURSE (ALMC 7W) 16 credit hours

SCOPE: This course covers in detail all functional modules used within the Automated Labor and Production and Time and Attendance Reporting Systems. The actual systems' screens and menus are

shown and discussed within this course. The course includes practice in system applications, performance, data bases, sign-on and sign-off procedures, data input procedures, and generating output products.

SDS DEPOT MAINTENANCE WORKLOADING COURSE (ALMC-7X) 80 credit hours

SCOPE: This course covers the concept of the Depot Maintenance Program Scheduling, Workloading, and Reporting System, planning guidance and systems affecting depot maintenance operations, data flow, Depot Systems Command (DESCOM) processes and procedures, and depot processes and procedures.

SDS DEPOT MATERIEL RELEASE DENIALS COURSE (ALMC-4D) 8 credit hours

SCOPE: This course provides a comprehensive view of the material release denial system to include denial management codes, the depot denial cause register and summary, and the research of denials.

SDS DEPOT PERFORMING COUNTS AND LOCATION SURVEY COURSE (ALMC-4A) 12 credit hours

SCOPE: This course teaches physical inventory counting procedures to include the inventory count card (DIC ZNK), location layouts of general supplies and ammunition, and the operational concept of inventory counting. It explains the procedures for conducting both a general supply and ammunition location survey.

SDS DEPOT PHYSICAL INVENTORY MANAGEMENT COURSE (ALMC-6D) 60 credit hours

SCOPE: This is a comprehensive course of all inventory procedures for storage activities to include such areas as location surveys, audits, counting techniques, forms, research, and reports.

SDS DEPOT PHYSICAL INVENTORY RECONCILIATION COURSE (ALMC-4G) 9 credit hours

SCOPE: This course teaches the activities of the depot inventory reconciliation to include processing first and second count cards, post count validation procedures, and adjusting custodial records.

SDS DEPOT TRANSPORTATION MANAGEMENT COURSE (ALMC-7F) 16 credit hours

SCOPE: This course provides detailed coverage of those aspects of SDS which affect the depot transportation activity.

SDS LOCATION (GENERAL SUPPLIES) COURSE (ALMC-7J) 12 credit hours

SCOPE: This course provides detailed coverage of the procedures inherent in the SDS methods of operation pertaining to general supply location functions.

SDS MAINTENANCE INSPECTION DATA ANALYSIS SYSTEM COURSE (ALMC-6E) 16 credit hours

SCOPE: This course provides detailed instructions on the responsibilities of maintenance inspection data analysis system functional and managerial personnel. Systems data inputs, input formats, and output products are discussed in detail. The major purpose of this course is to provide AMC personnel with a standard means to record, collect, store, analyze, and distribute maintenance quality data.

SDS MAINTENANCE SHOP FLOOR SYSTEM COURSE (ALMC-7N) 64 credit hours

SCOPE: This course has been designed to instruct depot shop floor personnel in the procedures required to track, control, and requisition items within the Maintenance Shop Floor Activity. The course focuses on the actions necessary to provide input to the system and to make inquiries using the computer terminals at the worksites.

SDS PRODUCTION PLANNING AND CONTROL FOR SUPPLY OPERATIONS COURSE (ALMC-7M) 16 credit hours

SCOPE: This course provides detailed coverage of those aspects of SDS which affect the workloading and management procedures with depot production, planning, and control for supply operations.

SDS PRODUCTION PLANNING AND CONTROL SCHEDULING MODEL FOR MAINTENANCE COURSE (ALMC-7G) 40 credit hours

SCOPE: This course covers the concepts of projected workload; shop scheduling and workloading system; locating/tracking

capabilities and routed parts/components/inventory system as they relate to the Production Planning and Control Scheduling Model for Maintenance.

SDS RECEIVING (GENERAL SUPPLIES) COURSE (ALMC-7Q) 12 credit hours

SCOPE: This course provides detailed coverage of procedures for processing general supply receipts from their initial arrival at the depot to storage placement and subsequent followup actions.

SDS SHIPMENT PLANNING (GENERAL SUPPLIES) COURSE (ALMC-7R) 20 credit hours

SCOPE: Provides detailed coverage of those aspects of SDS which affect shipment planning.

SDS SUPPLY QUALITY CONTROL COURSE (ALMC-7T) 12 credit hours

SCOPE: This course provides instructions on quality feedback data which are available to supply and quality managers and other personnel. The course also covers cyclic inspections relating to general supplies. Information pertaining to input transactions and resulting output products is also provided by this course.

SDS STOCK SELECTION AND OUTPROCESSING (GENERAL SUPPLIES) COURSE (ALMC-7S) 13 credit hours

SCOPE: This course provides detailed coverage of the procedures, new and revised documentation, and documentation flow designed to improve the efficiency of stock selection and outprocessing.

TYPES AND FORMAT OF SPECIFICATIONS (38-0016-LC) 4 credit hours

SCOPE: This course describes various types of Federal, military, and industry specifications used in contracting. The standard format prescribed for Federal and military commodity specification is also discussed. Other topics covered are associated specification documents, ways of categorizing specifications, exceptions to the mandatory use of specifications, and the development and use of purchase descriptions.

ALMC CERTIFICATE PROGRAMS

ALMC offers programs of study which lead to the award of certificates in a number of specialized fields in logistics. The programs are especially designed for individuals who want to take advantage of continuous education to make the most of their professional potential. The certificate programs are practical and include a diversity of courses sufficient to provide opportunities for systematic study toward individual objectives. The objectives of the certificate program are to:

a. Encourage DoD military and civilian personnel to attend courses of instruction in the field of logistics to develop and broaden their professional potential and skills.

b. Recognize formally individual accomplishment and expertise in logistics management speciality areas. Individuals receiving a certificate will want to get recognition of this fact by entering appropriate remarks on DA Form 2302, Qualification Record, (Civilian), DA Form 2-1, Personnel Qualification Record, (Enlisted), or Officer Record Brief (Officer).

c. Affiliate ALMC and participants in the certification programs with professional societies related to logistics.

REQUIREMENTS: Satisfactory completion of the prerequisite courses is mandatory for enrollment in each of the certificate programs. Satisfactory completion of elective courses is necessary to become eligible for receipt of the certificate desired. Individuals completing courses at other Service schools or civilian universities may petition to have these courses applied toward the elective credits. These courses, as well as those formerly offered by ALMC, will be evaluated on an individual basis for elective credit only. No credit is awarded for courses taken more than 10 years in the past. All modes of courses may be used to satisfy the prerequisite or elective courses (i.e., resident, onsite, contractor, correspondence, SEP, accredited-off-campus, or LC.) The following courses are available in the LC/correspondence course mode:

Army Maintenance Management
Basic Statistics for Logistics Managers
CCSS Functional
Contracting Officer's Representative
Defense Hazardous Materials/Waste Handling
Defense Reutilization and Marketing Operations Course-Basic
Defense Property Disposal System: An Introduction
Defense Small Purchase (Basic)
SDS Depot Maintenance Workloading
Depot Supply Operations Management
Logistics Executive Development
Logistics Management Development

Management of Defense Acquisition Contracts (Basic)
Operations Research Systems Analysis (ORSA) Familiarization
Performance Work Statements
Research and Development Orientation

ENROLLMENT: Persons who have completed the required prerequisite courses for enrollment in a certificate program may submit an application for enrollment along with copies of diplomas/certificates. All correspondence pertaining to the ALMC certificate programs should be addressed to the Commandant, U.S. Army Logistics Management College, ATTN: AMXMC-ET-ADO, Fort Lee, VA 23801-6057 (AUTOVON 687-1864).

CONTRACT MANAGEMENT
(Cosponsored by the National Contract Management Association)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Management of Defense Acquisition Contracts (Basic) (4 weeks)
Management of Defense Acquisition Contracts (Advanced) (14 days)

ELECTIVE COURSES: Enrollees must earn six elective credits in addition to the prerequisites to complete all requirements. Two of the six elective credits must be completed from the list below. Each of these courses receive one credit, except for the Logistics Executive Development, the Associate Logistics Executive Development and the Operations Research/Systems Analysis Military Applications I, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Associate Logistics Executive Development (5 phases)
Commercial Activities Process (9 days)
Contracting Officer's Representative (2 weeks) (Credit not available for 1102s)
Cost Analysis for Decision Making (4 weeks)
Cost Estimating for Engineers (2 weeks)
Decision Risk Analysis (2 weeks)
OR
Decision Risk Analysis for Logisticians (2 weeks)
Defense Contracting for Information Resources (2 weeks)
Defense Contract Property Disposition (1 week)

Defense Reutilization and Marketing Operations-Basic (3 weeks)
OR
Defense Reutilization and Marketing Operations-Advanced (3 weeks)
Defense Property Disposal System: An Introduction (50 credit hours)
Defense Small Purchase (Basic) (1 week)
Defense Small Purchase (Advanced) (1 week)
Defense Specification Management (2 weeks)
DoD Cost Accounting Standards Workshop (2 weeks)
Integrated Item Manager's Course (4 weeks)
Integrated Logistics Support (Advanced) (3 Weeks)
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Logistics Support Analysis (2 weeks)
Management of Defense Acquisition Contracts (Executive) (1 week)
Management of Installation Level Contracts (9 days)
Quality Assurance Management Course I and II (1 week each)
Materiel Acquisition Management (9 weeks)
Nonappropriated Fund Purchasing and Contracting (9 days)
Operations Research/Systems Analysis Familiarization (2 weeks)
Operations Research/Systems Analysis Military Application I (13 weeks)
Operations Research/Systems Analysis Military Application II (2 weeks)
Performance Work Statements (1 week)
Quality and Reliability Engineering Intern Management (3 weeks)
Research and Development Orientation Course (1 week)
Security in Automated Systems (8 class days)
Structured Functional Systems Description and Design (2 weeks)
Test and Evaluation Management (1 week)

DISPOSAL OPERATIONS
(Cosponsored by the American Logistics Association)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Defense Reutilization and Marketing Operations Course - BASIC (3 weeks)
Defense Reutilization and Marketing Operations Course - ADVANCED (3 weeks)

ELECTIVE COURSES: Enrollees must earn <u>six</u> elective credits in addition to the prerequisites to complete all requirements. Two of the six elective credits must be completed from the list below. Each of these courses receive one credit, except for the Logistics

Executive Development and the Associate Logistics Executive Development, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Army Installation Management (3 weeks)
Army Maintenance Management (4 weeks)
Associate Logistics Executive Development (5 phases)
Basic Statistics for Logistics Management (82 credit hours)
Decision Risk Analysis (2 weeks)
OR
Decision Risk Analysis for Logisticians (2 weeks)
Defense Contract Property Disposition (1 week)
Defense Integrated Disposal Management System (2 or 2 1/2 weeks)
Defense Inventory Management (4 weeks)
OR
Integrated Item Manager's Course (4 weeks)
Defense Metals Identification (4 class days)
OR
Defense Metals Identification and Recovery (1 week)
Defense Property Disposal System: An Introduction (50 credit hours)
Defense Reutilization and Marketing Management Seminar (1 week)
Defense Scrap Management (1 week)
Depot Supply Operations Management (4 weeks)
Directorate of Logistics (3 weeks)
Basic Environmental Coordinators (2 weeks)
Environmental Documentation (4 days)
Defense Hazardous Materials/Waste Handling (1 week)
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Management of Defense Acquisition Contracts (Basic) (4 weeks)
Quality Assurance Management Course I and II (1 week each)
Manager's Environmental (4 days)
Security in Automated Systems (8 class days)
Structured Functional Systems Description and Design (2 weeks)
Defense Hazardous Property Disposal Course (8 days)
OR
Property Disposal Hazardous Materials Course (5 days)

EXECUTIVE LOGISTICS MANAGEMENT
(Cosponsored by the Society of Logistics Engineers)

PREREQUISITES: Enrollees must have completed all the prerequisites before submitting their application for enrollment.

Logistics Executive Development (19 weeks)
OR
Associate Logistics Executive Development (5 phases) and
One ALMC Functional Certificate

ELECTIVE COURSES: Enrollees must complete one course from each of the following areas except Physical Distribution, in which two courses must be taken. Courses from other schools may be submitted for consideration as substitutes for no more than three electives. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Research and Development Management:
- Materiel Acquisition Management Course (9 weeks)
- Research and Development Orientation Course (1 week)
- Test and Evaluation Management (1 week)

Contract Management:
- Management of Defense Acquisition Contracts (Basic) (4 weeks)
- Management of Defense Acquisition Contracts (Advanced) (14 class days)

Physical Distribution:
- Army Provisioning Process (2 weeks)
- CCSS Functional (2 weeks)
- Defense Inventory Management (4 weeks)
- Depot Supply Operations Management (4 weeks)
- Logistics Management Development (4 weeks)

Maintenance Management:
- Army Maintenance Management (4 weeks)
- SDS Depot Maintenance Workloading (3 weeks)
- Integrated Logistics Support (Advanced) (3 weeks)

Disposal Management:
- Defense Reutilization and Marketing Operations (Basic) (3 weeks)
- Defense Reutilization and Marketing Operations (Advanced) (3 weeks)

Computers in Logistics:
- Computer Literacy for Auditors (1 week)
- Security in Automated Systems (8 class days)
- Structured Functional Systems Description and Design (2 weeks)

Scientific Management in Logistics:
- Cost Analysis for Decision Making (4 weeks)
- Cost Estimating for Engineers (2 weeks)
- Decision Risk Analysis (2 weeks)
- Decision Risk Analysis for Logisticians (2 weeks)
- Operations Research/Systems Analysis Military Applications I (13 weeks)
- Operations Research/Systems Analysis Military Applications II (2 weeks)

Logistics Management:
- Army Installation Management (3 weeks)
- CCSS Functional (2 weeks)
- Integrated Item Manager's Course (4 weeks)
- Directorate of Logistics Course (3 weeks)

LOGISTICS MANAGEMENT INFORMATION SYSTEMS
(Cosponsored by the Data Processing Management Association)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

- Security in Automated Systems (8 class days)
- Structured Functional Systems Description and Design (2 weeks)

ELECTIVE COURSES: Enrollees must earn six elective credits in addition to the prerequisites to complete all requirements. Two of the six electives must be completed from the list below. Each of these courses receive one credit, except for the Logistics Executive Development, the Associate Logistics Executive Development, Materiel Acquisition Management Course, and the Operations Research/Systems Analysis Military Applications I Courses, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

- Computer Literacy for Auditors (2 weeks)
- Army Installation Management (3 weeks)
- Army Maintenance Management (4 weeks)
- Associate Logistics Executive Development (5 phases)
- Basic Statistics for Logistics Management (82 credit hours)
- CCSS Functional (2 weeks)
- Cost Analysis for Decision Making (4 weeks)

Decision Risk Analysis (2 weeks)
OR
Decision Risk Analysis for Logisticians (2 weeks)
Defense Contracting for Information Resources (2 weeks)
Defense Inventory Management (4 weeks)
SDS Depot Maintenance Workloading (3 weeks)
Depot Supply Operations Management (4 weeks)
Integrated Item Manager's Course (4 weeks)
Integrated Logistics Support (Advanced) (3 weeks)
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Logistics Support Analysis (2 weeks)
Materiel Acquisition Management Course (9 weeks)
Operations Research/Systems Analysis Familiarization (2 weeks)
Operations Research/Systems Analysis Military Applications I (13 weeks)
Operations Research/Systems Analysis Military Applications II (2 weeks)

MAINTENANCE MANAGEMENT
(Cosponsored by the Society of Logistics Engineers)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

*Army Maintenance Management (4 weeks)
AND
SDS Depot Maintenance Workloading (3 weeks)
OR
Integrated Logistics Support (Basic) (1 week)
AND
Logistics Support Analysis (2 weeks)

*Graduates of the AMC Intern Training Course in Maintenance Management meet this requirement (AMC Pam 690-3-17).

ELECTIVE COURSES: Enrollees must earn <u>six</u> elective credits in addition to the prerequisites to complete all requirements. Two of the six elective credits must be completed from the list below. Each of these courses receive one credit, except for the Logistics Executive Development, the Associate Logistics Executive and the Operations Research/Systems Analysis Military Applications I, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Army Installation Management (3 weeks)
Army Provisioning Process (2 weeks)
Associate Logistics Executive Development (5 phases)
Basic Statistics for Logistics Management (82 credit hours)
CCSS Functional (2 weeks)
Contract Officer's Representative (2 weeks)
Cost Analysis for Decision Making (4 weeks)
Cost Estimating for Engineers (2 weeks)
Decision Risk Analysis (2 weeks)
OR
Decision Risk Analysis for Logisticians (2 weeks)
Defense Contract Property Disposition (1 week)
Defense Inventory Management (4 weeks)
OR
Integrated Item Manager's Course (4 weeks)
Defense Specification Management (2 weeks)
SDS Depot Maintenance Workloading (3 weeks) **
Depot Supply Operations Management (4 weeks)
Defense Reutilization and Marketing Operations (Basic) (3 weeks)
OR
Defense Reutilization and Marketing Operations (Advanced) (3 weeks)
Environmental Documentation (4 days)
Defense Hazardous Materials/Waste Handling (1 week)
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Management of Defense Acquisition Contracts (Basic) (4 weeks)
Management of Defense Acquisition Contracts (Advanced) (14 days)
Manager's Environmental (4 days)
Materiel Acquisition Management (9 weeks)
Operations Research/Systems Analysis Military Applications I (13 weeks)
Operations Research/Systems Analysis Military Applications II (2 weeks)
OR
Operations Research/Systems Analysis Familiarization (2 weeks)
Structured Functional Systems Description and Design (2 weeks)

** If used as a prerequisite course, the course may not be used as an elective.

MANAGEMENT SCIENCE
(Cosponsored by the Society of Logistics Engineers)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Cost Estimating for Engineers (2 weeks)
AND
Decision Risk Analysis (2 weeks)
OR
Operations Research/Systems Analysis Military Applications I (13 weeks)

ELECTIVE COURSES: Enrollees must earn six elective credits in addition to the prerequisites to complete all requirements. Two of the six elective credits must be completed from the list below. Each of these courses receive one credit, except for the Logistics Executive Development, the Associate Logistics Executive Development, Materiel Acquisition Management Course, and the Operations Research/Systems Analysis Military Applications I, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Army Provisioning Process (2 weeks)
Associate Logistics Executive Development (5 phases)
Basic Statistics for Logistics Management (82 credit hours)
CCSS Functional (2 weeks)
Cost Analysis for Decision Making (4 weeks)
Cost Estimating for Engineers (2 weeks)*
Decision Risk Analysis (2 weeks)*
OR
Decision Risk Analysis for Logisticians (2 weeks)
Force Modernization Management (Equipping the Force) Course (2 weeks)
Logistics Executive Development (19 weeks)
Manpower and Force Management (3 weeks)
Materiel Acquisition Management Course (9 weeks)
Operations Research/Systems Analysis Continuing Education Program (2 seminars)
Operations Research/Systems Analysis Military Applications I (13 weeks)*

Operations Research/Systems Analysis Military Applications II (2 weeks)
Research and Development Orientation Course (1 week)
Test and Evaluation Management (1 week)

*If used as a prerequisite course, the course may not be used as an elective credit.

PHYSICAL DISTRIBUTION MANAGEMENT
(Cosponsored by the American Logistics Association)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Defense Inventory Management (4 weeks)*
OR
Integrated Item Manager's Course (4 weeks)
AND
Depot Supply Operations Management (4 weeks)

*Graduates of the AMC Intern Training Course in Supply Management meet this requirement (AMC Pam 690-3-13).

ELECTIVE COURSES: Enrollees must earn six elective credits in addition to the prerequisites to complete all requirements. Two of the six elective credits must be completed from the list below. Each of these courses receive one credit, except for the Logistics Executive Development, the Associate Logistics Executive Development, and the Operations Research/Systems Analysis Military Applications I, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as four elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Army Installation Management (3 weeks)
Army Maintenance Management (4 weeks)
Army Provisioning Process (2 weeks)
Associate Logistics Executive Development (5 phases)
Basic Statistics for Logistics Management (82 credit hours)
CCSS Functional (2 weeks)
Cost Analysis for Decision Making (4 weeks)
Defense Contract Property Disposition (1 week)
Decision Risk Analysis (2 weeks)
OR
Decision Risk Analysis for Logisticians (2 weeks)

Defense Reutilization and Marketing Operations (Basic) (3 weeks)
OR
Defense Reutilization and Marketing Operations (Advanced) (3 weeks)
Defense Property Disposal System: An Introduction (50 credit hours)
SDS Depot Maintenance Workloading (3 weeks)
Directorate of Logistics (3 weeks)
Basic Environmental Coordinators (2 weeks)
Integrated Logistics Support (Advanced) (3 weeks)
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Logistics Support Analysis (2 weeks)
Management of Defense Acquisition Contracts (Basic) (4 weeks)
Management of Defense Acquisition Contracts (Advanced) (14 days)
Manager's Environmental (4 days)
Operations Research/Systems Analysis Military Applications I (13 weeks)
Operations Research/Systems Analysis Military Applications II (2 weeks)
OR
Operations Research/Systems Analysis Familiarization (2 weeks)
Security in Automated Systems (8 class days)
Structured Functional Systems Description and Design (2 weeks)

RESEARCH, DEVELOPMENT, TEST, AND EVALUATION
(Cosponsored by the Association for Systems Management)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Research and Development Orientation (1 week)
Test and Evaluation Management (1 week)

And one of the following:

Cost Estimating for Engineers (2 weeks)
Decision Risk Analysis (2 weeks)
Decision Risk Analysis for Logisticians (2 weeks)
Integrated Logistics Support (Advanced) (3 weeks)

ELECTIVE COURSES: Enrollees must earn <u>five</u> elective credits in addition to the prerequisites to complete all requirements. Two of the five elective credits must be completed from the list below. Each of these courses receives one credit, except the

Logistics Executive Development, the Associate Logistics Executive Development, and the Operations Research/Systems Analysis Military Applications I Course, which receive two credits. Selected courses from other schools may be submitted for review as substitutes for as many as three elective credits. The maximum credit allowed for college courses is two. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Army Provisioning Process (2 weeks)
Associate Logistics Executive Development (5 phases)
Basic Statistics for Logistics Management (82 credit hours)
Cost Analysis for Decision Making (4 weeks)
Cost Estimating for Engineers (2 weeks)*
Decision Risk Analysis (2 weeks)*
OR
Decision Risk Analysis for Logisticians (2 weeks)*
Defense Specification Management (2 weeks)
Force Modernization Management (Equipping the Force) (2 weeks)
Integrated Logistics Support (Advanced) (3 weeks)*
Logistics Executive Development (19 weeks)
Logistics Management Development (4 weeks)
Logistics Support Analysis (2 weeks)
Management of Defense Acquisition Contracts (Basic) (4 weeks)
Management of Defense Acquisition Contracts (Advanced) (14 class days)
Quality Assurance Management Course I and II (1 week each)
Materiel Acquisition Management (9 weeks)
Operations Research/Systems Analysis Familiarization (2 weeks)
Operations Research/Systems Analysis Military Applications I (13 weeks)
Operations Research/Systems Analysis Military Applications II (2 weeks)
Integrated Item Manager's Course (4 weeks)

*If used as a prerequisite course, the course may not be used as an elective credit.

*INTEGRATED LOGISTIC SUPPORT
(Cosponsored by the Society of Logistics Engineers)

PREREQUISITES: Enrollees must have completed all the prerequisite courses before submitting their application for enrollment.

Integrated Logistics Support-Advanced (3 weeks)
Logistics Support Analysis (2 weeks)
Force Modernization Management (Equipping the Force) (2 weeks)

ELECTIVE COURSES: Enrollees must earn <u>five</u> elective credits in addition to the prerequisites to complete all requirements. Four

of the five elective credits must be from the list below. Each of these courses receive one credit. One course from another school may be submitted for substitute credit for one elective credit. The maximum credit allowed for college courses is one. All courses must be documented and will be reviewed individually by each Certificate Evaluation Board.

Maintenance Provisioning Procedures (2 weeks)
Army Provisioning Process (2 weeks)
New Equipment Training Management (2 weeks)
Army Maintenance Management (4 weeks)
Management of Defense Acquisition Contracts (BASIC) (4 weeks)

*The Integrated Logistics Support Certificate was developed to provide a training guideline for persons in a logistics management career path.

COOPERATIVE DEGREE PROGRAMS

The Florida Institute of Technology (FIT) offers four cooperative degree programs in conjunction with ALMC. The degrees offered are a Master of Science Degree either in Logistics Management or in Contract and Acquisition Management, and a Master of Science in Materiel Acquisition Management. The university, including these programs, is fully accredited and awards associate, bachelor, master, and doctoral degrees.

The four cooperative programs utilize the instruction received during the 19-week LEDC (8A-F17) for which successful graduates are awarded 18-quarter hours of credit toward a master's degree.

Students may earn an additional 6 hours of credit by taking two elective courses taught by the FIT faculty during these 19 weeks. The remaining 24-quarter hours required for a degree are satisfied by attending FIT evening courses as full-time students for two additional quarters or participating over a longer period of time as part-time students. An additional six program-related credits may also be transferred from another accredited institution. These cooperative degree programs are well suited for individuals contemplating long term training. Military students may attend in a permissive TDY status with the Veterans' Administration paying the tuition costs or under a fully funded military program. Civilian students may attend under the provisions of the DA Long Term Training and Education of Civilian Employees Program (see CPR 400, Chapter 410.12).

The Florida Institute of Technology may allow special credit for other courses taught at ALMC. Individuals not attending LEDC may earn their degrees by completing all course work after duty hours at Fort Lee, VA. There are no provisions for acceptance of correspondence work. Additional information about the ALMC/FLIT Cooperative Masters Degree Program may be obtained by writing the Resident Director, FIT, ALMC, Fort Lee, VA 23801-6040 or calling AUTOVON 687-2722.

SECTION A

U.S. ARMY LOGISTICS MANAGEMENT CENTER

COURSE DESCRIPTIONS

Course Title: ACQUISITION QUALITY ASSURANCE MANAGEMENT - I
ALMC-QC
Location: Fort Lee, Virginia 23801-6048
Length: 1 Week

PURPOSE: This course is designed to provide midlevel civilian and military Quality Assurance (QA) managers with a forum for the discussion and analysis of the total QA program or system relative to materiel acquisition and management.

SCOPE: The course covers the various facets of the QA management environment with predominant emphasis centering around DoD materiel acquisition QA management; the functional areas which impact upon and affect the quality function; management principles and techniques relative to their application in the problem environment of a quality program/activity; and current developments, areas of interest, and problems.

PREREQUISITES: This course is specifically designed for, and enrollment is limited to:

a. DoD civilians (grades GS-9 or higher in the GS/GM 1910 series or in the 0800 series), military officers, warrant officers or senior NCOs who are assigned to functional or supervisory QA management positions or who are on orders for assignment to such positions.

b. DoD civilians (grades GS-9 or higher) or military commissioned officers who are assigned to "non-quality assurance" positions where knowledge of or interaction with the QA management function are essential.

c. Other personnel, as appropriate, on a waiver basis.

SECURITY CLEARANCE; None.

Course Title: ARMY INSTALLATION MANAGEMENT
1B-F1 (AR)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 3 Weeks

PURPOSE: The objective of this course is to provide commissioned officers and civilian employees of the Army with a knowledge of the techniques, practices, and fundamentals of Army installation management in order to improve personal competence and performance in the management of Army resources, minimize operational costs, and enhance unit readiness. Military Occupational Speciality (MOS) for which trained: None.

SCOPE: This course is designed to address virtually every aspect of Army installation management while stressing lessons learned and pitfalls to avoid. Emphasis is also placed on the various functional activities, their interrelationships, and individual contributions towards mission accomplishment of the entire installation. Included in the curriculum are discussions of resources, manpower, personnel, logistics, community life, and facilities management. Attention is also devoted to legal considerations, public affairs, mobilization planning, automation, productivity initiatives, tenant activities, audits, and inspections. Command-unique management practices and programs are examined by way of small group workshops and video presentation. Furthermore, a comprehensive guest speaker program allows for a review of various contemporary programs initiated by DoD, DA, and the major commands that impact on installation management.

PREREQUISITES: Nominees must be assigned to or programmed for assignment to a key management position at an Army installation. Key management positions are defined as garrison commanders, deputy community commanders, directors, deputy directors, and other key personnel whose decisions impact directly on installation operations. Military nominees should be members of the active Army or Reserve component with grade of 0-5 or above. Civilians should be GS-13 or above with career status. Waivers may be granted on the basis of assigned responsibility as quotas become available.

SECURITY CLEARANCE: None.

Course Title: ARMY MAINTENANCE MANAGEMENT
8A-F3 (AR)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Weeks
(Resident, 2 Weeks in Conjunction with 2-Week Correspondence Subcourse, Onsite)

PURPOSE: The objectives of this course are to provide an overview of wholesale maintenance to selected personnel and to prepare them for maintenance management responsibilities within the AMC. This course is also appropriate for managers having responsibility for coordination between AMC and Army-in-the-field maintenance activities (e.g., continental U.S. (CONUS), Directorate of Industrial Operations (DIO), and Materiel Management Centers (MMC) at division level and above).

SCOPE: The course covers the AMC maintenance development and support role as an integral part of the Army logistics system. It covers the relationship of maintenance to other logistics functions, the development and satisfaction of materiel requirements, maintenance engineering, and maintenance operations.

PREREQUISITES: This course is directed towards the E-7/E-9, WO1/CW4, 0-3/0-5, WS-14 and GS-9/GS-13 levels. Commissioned officers, warrant officers, and NCOs having 2 years of active duty remaining after course completion who are in, or on orders to, a position requiring knowledge of Army maintenance managerial responsibilities. Members of the NCO Logistics Program are also eligible. Civilians assigned or anticipating assignment within the National level logistics management field requiring a knowledge of Army maintenance management and having supervisory or demonstrated potential for supervisory responsibility, and civilians who are wage grade supervisors in depot maintenance operations are also eligible. All personnel below the GS-9 level will be considered on waiver basis by the course director.

SECURITY CLEARANCE: None.

Course Title: ARMY MATERIEL COMMAND (AMC) EQUIPMENT MANAGEMENT
ALMC-AG
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident
1 Week, Onsite

PURPOSE: The objective of this course is to enhance the overall AMC Equipment Management Program. Management and regulatory procedures are discussed in an effort to enhance the management skills of equipment management personnel and others involved in day-to-day association with installation equipment.

SCOPE: The management and operation of the AMC equipment management process is studied with particular emphasis given to the major functions of authorizations, acquisition, accountability, and maintenance management.

PREREQUISITES: Civilians should be individuals (GS-5-11) or equivalent wage grade. Military personnel, commissioned and warrant officers, and noncommissioned officers. Students should be assigned to, or programmed for assignment to, positions within the Equipment Management Division. First-line supervisors, equipment management oriented personnel, interns, and upward mobility personnel constitute the primary target audience. Objectives are also well suited for the managers and individuals whose job responsibilities directly interface with the management of property as well as personnel assigned to staff positions in a major command. Students should have 2 or more years of service remaining.

SECURITY CLEARANCE: None.

Course Title: ARMY PROVISIONING PROCESS
ALMC-AH
Location: ALMC, Fort Lee, VA 23801-6048
Length: 2 Weeks

PURPOSE: This course is designed to train personnel who must be familiar with the Army Provisioning Process. The total provisioning process is presented in an overview format, describing the interrelationships and functional responsibilities of the various commands and personnel involved in the provisioning process.

SCOPE: The course provides for training in the provisioning process with emphasis on the interrelationships and functions of the various commands, Government agencies, industry, and personnel involved in the process.

PREREQUISITES: Military Personnel: Nominees should be commissioned officers, warrant officers and members of the NCO Logistics Program who are assigned to or anticipate assignment to a position requiring a general knowledge of the Army Provisioning Process. Civilian Personnel: Nominees should be GS-05 and above who are assigned to or anticipate assignment to a position requiring a general knowledge of the Army Provisioning Process.

SECURITY CLEARANCE: None.

Course Title: ASSOCIATE LOGISTICS EXECUTIVE DEVELOPMENT
8A-F19 (AR)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 10 Weeks
(5 Phases, 2 Weeks' Active Duty Training Each or a Combination of Active Duty Training and Correspondence)

PURPOSE: The objective of this course is to provide over a period of 3 years, five phases of advance broad logistics management education for Reserve Components (RC) officers. This course is intended to prepare these officers for executive and policy-making mobilization assignments in logistics.

SCOPE: Associate Logistics Executive Development Course (ALEDC) serves as the Army's senior logistics course for the Reserve Components officers, preparing them for executive and policy-making mobilization assignments. The course provides insights into the multifunctional areas of logistics and their integration within DoD. Students gain a fuller understanding of the interface between the Army-in-the-field, DoD's logistics structure, and industry. The course expands and enhances fundamental management skills. Course completion qualifies an Army RC officer for promotion through 0-5. ALEDC consists of five phases:

MANAGEMENT SYSTEMS: This phase offers specific instruction in the use of human, financial, and mechanical (computer) resources in order that the goal of effective logistics management might be accomplished. It does this through an indepth study of the various management systems applicable to logistics and identifies their applications, limitations, and values in various management situations.

THE ACQUISITION PROCESS: This phase provides an insight into the total DoD and DA logistics systems. It also provides a general knowledge of the management process for the acquisition of Army materiel to include research, development, test evaluation, and contracting.

MATERIEL READINESS: This phase provides an understanding of requirements, determination for, and management of, major and secondary items and the relationship and significance of maintenance, transportation, distribution, and disposal.

SCIENTIFIC TECHNIQUES: This phase provides a general knowledge of the application of mathematics, economics, computer technology, and systems analysis in the formulation and solution of complex logistics problems.

LOGISTICS SUPPORT CONCEPTS: This phase provides an interface between the logistics base and the Army-in-the-field through application of current doctrine for logistics support. It also serves as a vehicle for recognition, analysis, and solution of logistics support problems within the Army-in-the-field. It includes command and control problems encountered in contingency planning, and combat service support force planning. This phase also includes a familiarization with the Security Assistance Program.

PREREQUISITES: Attendance is restricted to Reserve Components officers who have a primary or secondary specialty code in the logistics field, have reached the grade of O-4 or above, and have completed the Branch Officer Advanced Course. Completion of Command and General Staff Officer Course (CGSOC) is desirable. Each nominee should hold a position either as a mobilization designee, troop program unit member, or a U.S. Property and Fiscal Officer. Nominees must be able to complete the course with at least 3 years' service remaining before basic date of mandatory removal and meet height and weight standards listed in AR 600-9, Army Physical Fitness and Weight Control Program, Appendix A-1. Reserve Components officers should contact their respective professional management officers for enrollment procedure.

SECURITY CLEARANCE: SECRET.

Course Title: BASIC ENVIRONMENTAL COORDINATOR'S COURSE
ALMC-BE
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: This course is designed to teach attendees basic environmental management responsibilities and techniques, as well as to present an overview of the current and relevant statutory and regulatory requirements to be accomplished by an environmental coordinator.

SCOPE: The curriculum includes the basic concepts of ecology, environmental relationships, and pollution; the Army environmental program; environmental laws, regulations, and policies; environmental management considerations, required reports and administrative procedures; and the preparation and evaluation of environmental documents. A comprehensive pass/fail examination is given at the end of the course.

PREREQUISITES: Nominees should be environmental coordinators, installation or Major Army Command (MACOM) environmental staff personnel or other individuals who devote a majority of their time to environmental matters. It is assumed that these individuals are relatively new to the environmental program. Individuals should be familiar with pertinent environmental problems at their home stations for formal and informal presentation and discussion in the classroom.

SECURITY CLEARANCE: None.

Course Title: COMMERCIAL ACTIVITIES PROCESS
(Formerly Commercial Activities Review Process)
ALMC-CM
Location: ALMC, Fort Lee, VA 23801-6040
Length: 9 Days, Resident
8 Days, Onsite

PURPOSE: The objective of this course is to provide training to DoD military and civilian personnel who are involved in a Commercial Activity Cost Comparison.

SCOPE: This course provides an overview of the Commercial Activities process. Topics include (1) the development of a Performance Work Statement (PWS), job analysis, quality assurance and control, the surveillance plan, writing, and procedural steps in PWS preparation, and Government contracting, (2) the conduct of a management study as outlined in OMB Circular A-76 and DoD guidance, productivity improvements, staffing the organization, work measurement, and Civilian Personnel Office involvement; and (3) procedures for the development of Government costs for in-house performance, contractor performance, and the comparison of these alternatives.

PREREQUISITES: Nominees are limited to CA program personnel and those persons at major/intermediate commands who will either be performing or reviewing a Commercial Activity Cost Comparison.

SECURITY CLEARANCE: None.

Course Title: COMMERCIAL ACTIVITY AUTOMATED SYSTEM
ALMC-MC
Location: Fort Lee, VA 23801-6040
Length: 2 Days

PURPOSE: The objective of this course is to enable the student to use the automated cost procedures for commercial activities (CA) cost comparison studies.

SCOPE: The automated cost procedures for CA, developed by the Construction Engineering Research Lab (CERL) is taught. The student will perform instructor guided exercises on cost procedures using a computer in the classroom.

PREREQUISITES: Nominees should possess knowledge of CA cost procedures as evidenced by completion of the Commercial Activities Process course or other similar instruction. Commercial Activity Automated System (CAAS) is for individuals who will actually be doing the cost portion of a CA study.

SECURITY CLEARANCE: None.

Course Title: COMMODITY COMMAND STANDARD SYSTEM (CCSS) FUNCTIONAL COURSE
ALMC-3L
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 4 Days

PURPOSE: The objective of this course is to enhance the ability of functional users and mid-management level personnel at AMC Commodity Commands to perform their duties more efficiently and effectively.

SCOPE: This course introduces the student to the major functions performed at the Commodity Commands, the importance of each, and how they interrelate. The material also stresses the interface among functional areas and other logistics systems. It defines major functional duties and responsibilities and identifies the types of data stored and manipulated by CCSS including key reports and out-products. The relationship of CCSS to the management of secondary items is emphasized.

PREREQUISITES: All nominees (military and civilian) must have a basic understanding of their logistics function (i.e., Supply Management, Stock Control, Cataloging, etc.) or must be currently working in a position requiring a detailed knowledge of CCSS or one directly relating to, or interfacing with, this system.

SECURITY CLEARANCE: None.

Course Title: COMPUTER-ASSISTED TOOLS FOR DECISION MAKING
COURSE ALMC-CJ
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: Army personnel must have the capability to apply emerging information technologies to help cope with increasingly complex mission requirements in an era of constrained resources. This course will present personal computer (PC)-based knowledge tools from which individual as well as organizational productivity gains can be effected.

SCOPE: This 1-week course provides the student with lecture conferences and extensive "hands-on" training using the Zenith 248 PC and a variety of software applications. The instruction and exercises are designed to help PC users take charge of their computing assets, learn and utilize the most common PC applications, and develop solutions for data and decision problems using the PC. Topics covered include office automation, integrated software products, data base management, spreadsheet applications, graphics, telecommunications, and decision support applications.

PREREQUISITES: This course is designed for civilian and military personnel with prior PC training or computer experience. Nominees should be civilians GS-7 and above or military SSG (E-6) and above. Students should already be familiar with MS-DOS and spreadsheet software. Enrollment waivers are based on supervisor justification and ALMC approval.

SECURITY CLEARANCE: None.

Course Title: COMPUTER LITERACY COURSE
ALMC-CP
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: This course is structured to help students overcome fear of PCs. It teaches basic computer skills which students will be able to use and expand upon in their jobs.

SCOPE: This course introduces students to PCs and how they work. MS-DOS is used to describe functions of an operating system and to organize storage of programs and data on the hard disk. Students learn the basics of spreadsheet, data base management, and graphics software primarily through hands-on training and practical exercises.

PREREQUISITES: Civilian and military personnel who need to use PCs in their job.

SECURITY CLEARANCE: None.

Course Title: COMPUTER LITERACY FOR AUDITORS COURSE
ALMC-AM
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 week

PURPOSE: This course is structured to help systems auditors and organizational internal review personnel overcome a fear of PCs. It teaches basic computer skills which students will be able to use and expand upon in their jobs.

SCOPE: This course introduces students to PCs and how they work. MS-DOS is used to describe functions of an operating system and to organize the storage of programs and data on the hard disk. Students learn the basics of an integrated software package with spreadsheet, wordprocessing, graphics, data base management, and telecommunications capabilities. Students learn primarily through hands-on training and practical exercises.

PREREQUISITES: Students should be civilian or military personnel with systems audit or internal review responsibilities. Others will be accepted on a space-available basis. No computer experience is necessary.

SECURITY CLEARANCE: None.

Course Title: CONTRACTING OFFICER'S REPRESENTATIVE COURSE
ALMC-CL
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 4 Days, Resident, Onsite, Satellite
LC: 16 Hours

PURPOSE: This course is designed to improve job performance of personnel outside the contracting career field who will be involved with contracts at the installation level and will be performing such contract functions as contract surveillance, Government contracting, quality assurance, contract administration, and writing SOWs.

SCOPE: This course provides an overview of legal requirements and the fundamentals of contracting that lead to the award of a contract. Emphasis is placed on contract situations where many

contract administration functions are performed by the requiring organization's personnel, such as writing SOWs, performing contract surveillance and/or overall contract monitorship. The course concentrates on service contracts rather than supply, construction, or R&D. The course is designed to improve job performance of personnel outside the contracting career field who will be involved with contracts at the installation or field organization level, as a contracting officer's representative or quality assurance evaluator. This course is not appropriate for individuals in the GS-1102 job series.

PREREQUISITES: This course is designed for commissioned officers, senior NCOs, and civilian personnel who have an actual or anticipated assignment as a COR for one or more service contracts for technical and support services. Nominees are expected to be experienced, technically competent individuals who need training in contract management/surveillance because of their appointment. Personnel below the grade of GS-7 or equivalent, or E-7 who possess all prerequisites will be considered individually for admission. All requests for waiver of any prerequisite will be considered on a case-by-case basis.

SECURITY CLEARANCE: None.

Course Title: COST ANALYSIS FOR DECISION MAKING
ALMC-CB
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Weeks

PURPOSE: The objective of this course is to provide each participant with basic knowledge and practical experience in the application of current methodologies used in the development of cost analysis studies.

SCOPE: This course is designed primarily for weapons systems cost analysis. It will provide each participant with knowledge and practical experience in the application of current methodologies used in the development of weapons systems cost analysis studies. The course emphasizes selection of techniques to be employed, analysis and refinement of data, development of cost models, and the use of these models as predictors of life cycle cost elements. Quantitative techniques included are mathematics, statistics, learning curve theory, uncertainty and sensitivity analysis, and regression analysis. The course stresses parametric cost estimating. The course also emphasizes operating and support costing, economic analysis, design-to-cost, and life cycle costing. The impact of cost and economic analyses on the decision making process at all levels is integral to the course.

PREREQUISITES: Nominees must be commissioned officers on active duty or civilian personnel with a career or career-conditional status. Nominees should have a mathematics background through college algebra and should be in an assignment that requires input into the weapons system cost analysis process.

SECURITY CLEARANCE: None.

Course Title: COST ESTIMATING FOR ENGINEERS
ALMC-CC
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to introduce cost estimating principles, impacts, and procedures to responsible engineering personnel.

SCOPE: This course is designed for individuals involved in weapons systems cost estimating at R&D activities. The course provides an overview into those qualitative and quantitative techniques used in cost estimating and cost analysis. Presentations address methods of developing cost estimates, as well as procedures for evaluating uncertainties in the cost estimates. Topics include design-to-cost, statistics, regression analysis, economic analysis, learning curve theory, and TRACE. The ideas presented using other methods of instruction are tied together by case problems. These place the student in an active role in developing and evaluating cost estimates.

PREREQUISITES: Nominees must be commissioned officers or civilian personnel with career or career-conditional status. In addition, all nominees must have a college degree in engineering or one of the physical sciences. Officers, NCOs, and civilian personnel who do not meet the above prerequisites may be granted a waiver on the basis of assigned responsibility as quotas are available. Prior exposure to statistical methods is required.

SECURITY CLEARANCE: None.

Course Title: DECISION RISK ANALYSIS
ALMC-DA
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide a basic understanding of the concepts, techniques, and applications of decision risk analysis to the materiel acquisition process.

SCOPE: This course provides the theory and application of qualitative and quantitative methodology, which can be used in conducting a decision risk analysis. Subjects include an analytical techniques clinic, decision analysis, subjective estimation, network techniques, multiple attribute decision making and simulation, using the Venture Evaluation Review Technique (VERT). The course emphasizes actual case studies.

PREREQUISITES: Nominees must be commissioned officers (03 or above) on active duty or civilian personnel (GS-11 or above) with career or career-conditional status. Nominees should have assignment in research and development, product/project management, plans and analysis, systems analysis, or an equivalent field. Officers, NCOs, and civilian personnel who do not meet the above prerequisites may be granted a waiver on the basis of assigned responsibility as quotas are available.

SECURITY CLEARANCE: None.

Course Title: DECISION RISK ANALYSIS FOR LOGISTICIANS
ALMC-DC
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide a basic understanding of the concepts, techniques, and applications of decision risk analysis as applied to logistics problems.

SCOPE: This course introduces concepts, techniques, and applications of decision risk analysis as applied to logistics problems. Topics covered include decision analysis, network analysis, simulation, and a quantitative techniques clinic. Case studies include real world logistics problems in development, testing, maintenance, and storage.

PREREQUISITES: Nominees must be commissioned officers on active duty or civilian personnel (GS-7 or above) with career or career-conditional status. Nominees must have an assignment in the wholesale logistics area. Familiarity with probability and statistics is helpful but not required. Officers, NCOs, and civilian personnel who do not meet the above prerequisites may be granted a waiver on the basis of assigned responsibility as quotas are available.

SECURITY CLEARANCE: None.

Course Title: DEFENSE CONTRACTING FOR INFORMATION RESOURCES
ALMC-ZX
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 4 Days

PURPOSE: The objective of this course is to provide DoD personnel who contract for computer hardware, software, and support services with a thorough understanding of, and ability to apply properly the Federal Information Resources Management Regulation and all other directives to the contracting process.

SCOPE: This course provides detailed instruction in all significant aspects of contracting for information resources. It is designed to provide a hands-on working familiarity with all pertinent Government regulations, policies, and procedures in this specialized area and consequently, to prepare the student to effectively contract for information resources after a short internship.

PREREQUISITES: Nominees should be commissioned officers and civilians who are assigned full- or part-time to contracting for information resources and have completed the Management of Defense Acquisition Contracts (Basic) Course or equivalent.

SECURITY CLEARANCE: None.

Course Title: DEFENSE CONTRACT PROPERTY DISPOSITION
ALMC-TY
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: The objective of this course is to increase the managerial and analytical ability of plant clearance personnel and other Government personnel engaged in the contract property disposition function.

SCOPE: This course is designed to cover the basic regulations and guidance relating to contract property disposition as prescribed in the FAR and implementing DoD regulations.

PREREQUISITES: Individuals nominated to attend this course should be primarily DoD military and civilian as well as other Federal Agencies and contractor personnel whose assigned duties are related to the disposition of excess personal property. Nominees who have completed the course are encouraged to take the course for refresher purposes after a period of 3 years.

SECURITY CLEARANCE: None.

Course Title: DEFENSE HAZARDOUS MATERIALS/WASTE HANDLING
ALMC-HA
Location: ALMC, Fort Lee, VA 23801-6040
Length: 5 Class Days, Resident/Onsite/Satellite

PURPOSE: The objective of this course is to provide a basic understanding of the hazards and techniques associated with the handling of hazardous materials so that students will be better able to protect their personal health, prevent damage to the environment, and comply with applicable laws, regulations, and policies.

SCOPE: The course content includes identification and classification of hazardous materials and hazardous wastes; health effects; personal safety; packaging, labeling, handling, storage, and transportation procedures; contingency planning and release response; and hazardous materials and hazardous waste laws, regulations, and policies. This course does not provide training for certifiers of hazardous materials shipments. While conducting the course onsite, instructors are available to provide consulting services on local environmental/hazardous waste problems.

PREREQUISITES: Nominees should be military or civilian personnel (or supervisors of personnel) who package, handle, store, transport, or manage hazardous materials or waste. Commands desiring onsite classes may have personnel complete the ALMC Instructor Development Workshop, be certified in the AOCI program, and teach the course in conjunction with an ALMC instructor.

SECURITY CLEARANCE: None.

Course Title: DEFENSE HAZARDOUS PROPERTY DISPOSAL COURSE
(formerly Property Disposal Hazardous Materials)
ALMC-PH
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide disposal personnel with a working knowledge of functions involved in the receipt and processing of excess and surplus hazardous property.

SCOPE: This course is taught with emphasis on the laws, functional responsibilities, receipt, storage, packaging, manifesting, safety, health, fire prevention, retrograde, sale, and recordkeeping, when processing hazardous material or hazardous waste at a Defense Reutilization and Marketing Office (DRMO).

PREREQUISITES: There are no eligibility requirements for military; however, civilian nominees should be Civil Service employees assigned or under orders for assignment to a reutilization and marketing activity or a related activity, such as Inspector Generals (IGs), auditors, generators of HM/HW or others requiring knowledge of the disposal of HM/HW property. DLA-assigned personnel must have completed the ALMC correspondence course, "Defense Property Disposal System: An Introduction."

SECURITY CLEARANCE: None.

Course Title: DEFENSE HAZARDOUS WASTE WORKSHOP
ALMC-DM
Location: Onsite at User Command
(The workshop is a hands-on type curriculum with substantial input from onsite personnel.)
Length: 3 Days

PURPOSE: The objective of this course is to provide a general overview of the hazardous material waste working environment in the Army and provide a structure by which supervisors may conduct hands-on training for hazardous materials/hazardous waste (HM/HW) handlers.

SCOPE: The curriculum includes a general overview of hazardous material/hazardous waste regulations as they relate to handler's jobs, identification, and labeling requirements, health hazards, and specific safety equipment and procedures. The workshop is intended to satisfy the requirement of yearly update training for hazardous waste handlers. Supervisors from the installation are required to present 11 hours of instruction in the course. While conducting the workshop onsite, the ALMC instructor is available to provide consulting service on local environmental/hazardous waste problems.

PREREQUISITES: Nominees should be military or civilian personnel who work directly with HM/HW or are first-line supervisors/foremen of those who do work with HM/HW. Nominees must have attended the Defense Hazardous Materials/Waste Handling Course (ALMC-HA).

SECURITY CLEARANCE: None.

Course Title: DEFENSE INTEGRATED DISPOSAL MANAGEMENT SYSTEM
ALMC-IC
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks, 3 Days

PURPOSE: The objective of this course is to improve the proficiency of accounting personnel so they can initiate and maintain accurate computerized property records and be able to use management output listings for the control of property.

SCOPE: This course teaches current defense disposal operating procedures for the computer-controlled property accounting system designated the Integrated Disposal Management System (IDMS). The accounting system provides auditable visibility of all excess and surplus property received into the accountable records of DRMS. The course includes all accounting procedures and transactions from receipt, screening, reutilization, donation, sales, adjustments, corrections, or final disposition by abandonment or destruction, if applicable; and recognition of all codes and computerized printouts.

PREREQUISITES: There are no eligibility requirements for military; however, civilian nominees to this course must have completed either the Defense Reutilization and Marketing Operations Course-Basic or the ALMC correspondence course, "Defense Property Disposal System: An Introduction." Nominees should be in an assigned position in which intensive training and knowledge of the automated accounting system is necessary to perform the job duties. It is desired, but not necessary, that individuals be assigned to a defense property disposal activity for a minimum of 3 months prior to taking the course.

SECURITY CLEARANCE: None.

Course Title: DEFENSE INVENTORY MANAGEMENT
8B-F11 (JT)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 3 Weeks, 4 Days

PURPOSE: The objective of this course is to develop and increase the understanding of officer and civilian managers of DoD Agencies in the management of material inventories. Management principles, techniques, and concepts are emphasized rather than procedural details. Inventory management is related to the life cycle management of material. The course focuses on the item manager at the ICP and developing their ability to formulate sound inventory management decisions based on logical analysis of existing data.

SCOPE: The course concentrates on materiel management functions. The subjects covered range through the entire life cycle of materiel from the entry of new items into the DoD inventory to ultimate disposal of surplus materiel. Special emphasis is placed on requirements planning and computation for the various categories of items through such tools as financial management, standardization, modernization, economic inventory principles, and automated data systems. Mathematics, scientific techniques, and logistical terminology are presented to the degree required to provide a common basis for understanding requirements computations and inventory management problems. The application of management skills and practices, problem-solving and decision making techniques appear throughout the course, emphasizing their importance to management.

PREREQUISITES: All students should have an inventory management position. Military personnel should be limited to officers and senior NCOs. Interns and members of special training programs may apply on a waiver basis. Waiver request must detail the applicant's job responsibilities and provide an explanation as to why this course is needed. International students should be in grade of senior captain through LTC or civilian equivalent.

SECURITY CLEARANCE: None.

Course Title: DEFENSE METALS IDENTIFICATION AND RECOVERY
8G-F2
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: The objective of this course is to improve and standardize procedures used to identify, classify, and segregate metals and recover precious metals.

SCOPE: This course provides DoD and other Federal Government personnel standardized training in methods used to improve identification, classification, and segregation of scrap and precious metals and proper use of equipment to recover silver from hyposolution.

PREREQUISITES: Nominees should have an actual or projected assignment associated with generating, processing, sales writing, property marketing and/or disposing of scrap and precious metals-bearing material. WARNING: The chemicals used in the metals identification process are nitric acid, hydrochloric acid, ammonium hydroxide, potassium ferricyanide, silver nitrate, acetic acid, and ammonium acetate. If you have any health concern (i.e., pregnancy, allergies, etc.), please resolve these concerns prior to scheduling/ attending class.

SECURITY CLEARANCE: None.

Course Title: DEFENSE REGIONAL INTERSERVICE SUPPORT (DRIS) AGREEMENTS COURSE
ALMC-RS
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident
1 Week, Onsite

PURPOSE: The objective of this course is to provide selected DoD military and civilian students with the background, organization, and operation of the DRIS program at the component, MACOM, and installation level.

SCOPE: The course curriculum concentrates on DRIS regulatory policies and procedures, organizational functions and responsibilities, interservice, interdepartmental and interagency support agreement negotiations, DRIS studies, preparation of DD Form 1144, Support Agreement, and supporting documents, and DRIS reporting.

PREREQUISITES: Nominees must be assigned to or scheduled for assignment to a position requiring knowledge or use of skills associated with the provisions of the DRIS program. Military nominees are commissioned, and warrant officer and NCOs are E7 and above. Civilian nominees should be grades GS-7 through GS/GM-15. Waivers may be granted on an individual basis when adequately justified, based on the position title and assigned responsibilities.

SECURITY CLEARANCE: None.

Course Title: DEFENSE REUTILIZATION AND MARKETING MANAGEMENT SEMINAR
8B-F21
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: This seminar is designed primarily for actual or potential supervisors/managers assigned to a DRMO, Defense Reutilization and Marketing Region (DRMR), or DRMS staff element to enhance their knowledge and understanding of DoD reutilization and marketing program. Current issues concerning DRMS will be analyzed by the attendees. Emphasis is placed on developing

managerial abilities to effect sound management decisions based on analysis of DLA and DRMS policy and guidance. Due to the range of DRMS-wide managerial/supervisory work situations, the seminar will focus on three separate groups:

1. DRMO chiefs and first-line supervisors at HQ DRMS and the DRMRs (GS-9 to GS-12).

2. Senior Management (GM-13 and above).

3. All other supervisors and non-supervisors with supervisory development career goals (GS-7 and above).

SCOPE: Course content includes review of the management process; update of DRMS current policies and future trends; problem-solving workshop; and DRMO computer applications.

PREREQUISITES: Individuals nominated to attend this seminar should have successfully completed the Defense Reutilization and Marketing Operations Course-ADVANCED (DRMOC-A) (formerly the Defense Advanced Disposal Management Course). Candidate should not have attended the DRMOC-A within the past 3 years with an option for waivers relative to military assignments. Military nominees must be in a position or on orders to a position requiring reutilization and marketing training. Civilian nominees should be Civil Service employees, GS-7 equivalent, or local nationals assigned or under orders for an assignment to a reutilization and marketing organization or a related area such as IG, auditor, or criminal investigator.

SECURITY CLEARANCE: None.

Course Title: DEFENSE REUTILIZATION AND MARKETING OPERATIONS-ADVANCED
(formerly Defense Advanced Disposal Management)
8B-F17 (JT)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 3 Weeks

PURPOSE: The objective of this course is to promote efficiency, effectiveness, and economy within the DoD Personal Property Disposal program by improvement of the technical and management skills of its assigned managerial personnel.

SCOPE: This course presents current DoD Disposal Program concepts, objectives, policies, and procedures. Emphasis is placed on studying, analyzing, and understanding policies, procedures, and problems involving reutilization, transfer donations, sale, abandonment, and destruction of DoD excess and surplus personal property. It is designed to develop and enhance the managerial abilities of the students.

PREREQUISITES: Commissioned officers and senior NCOs in, or on orders to, positions requiring disposal training are eligible. Civilians should be GS-7 or above or wage board or local national with equivalent GS grades. Nominees should be high school graduates and must have completed a basic course in property disposal operations.

SECURITY CLEARANCE: None.

Course Title: DEFENSE REUTILIZATION AND MARKETING OPERATIONS-BASIC
(formerly Defense Property Disposal Operations)
8G-F1
Location: ALMC, Fort Lee, VA 23801-6040
Length: 3 Weeks

PURPOSE: The objective of this course is to provide disposal personnel with a working knowledge of all functions involved in the operation of defense property disposal activities.

SCOPE: Course content presents the Defense Personal Property Utilization and Disposal Program concepts with emphasis on the detailed mechanics of basic disposal operations to include objectives, policies, and procedures involved in the reutilization, donation, sale, abandonment, destruction, and demilitarization of DoD excess and surplus personal property.

PREREQUISITES: Nominees should be presently in, or on orders to, a position requiring property disposal training. Qualified noncommissioned officers are eligible to attend. DLA personnel must have completed the ALMC correspondence course "Defense Property Disposal Systems: An Introduction."

SECURITY CLEARANCE: None.

Course Title: DEFENSE REUTILIZATION AND MARKETING OPERATIONS-MODIFIED
Defense Property Disposal Operations Course/Modified
ALMC-TB
Location: ALMC, Fort Lee, VA 23801-6040
Length: Resident - 5 Class Days
Onsite - 1 - 5 Class Days

PURPOSE: The objective of this course is to familiarize non-disposal personnel with the Defense Personal Property Utilization and Disposal Program.

SCOPE: This course is designed to provide DoD and other Federal Government personnel with an insight into the Defense Personal Property Utilization and Disposal Program through interface with DRMOs. Emphasis is placed on reutilization and marketing as a valid source of supply and interrogating the system for assets prior to purchase. THIS COURSE CAN BE TAILORED TO MEET IMMEDIATE NEEDS OF THE USER AND CAN RANGE FROM 1 TO 5 CLASS DAYS.

PREREQUISITES: None.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SCRAP MANAGEMENT
ALMC-SF
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident/Onsite

PURPOSE: This course is designed for actual or potential supervisors/managers assigned to DRMOs, or DRMS staff elements to develop and increase the knowledge in scrap yard management. Emphasis is placed on developing managerial abilities to effect sound management decisions based on DLA and DRMS Scrap Improvement Program policies and guidance.

SCOPE: Course content presents current DLA Scrap Program concepts, objectives, policies, and procedures. Emphasis is placed upon studying, analyzing, and understanding the objectives, policies, and procedures involved in a scrap program. This course is designed to develop the students' abilities for standardized management of the scrap program.

PREREQUISITES: Eligibility requirements are as follows: Civilian personnel, GS-1104-5 and above; wage board equivalent, assigned to the DRMS.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SMALL PURCHASE COURSE (ADVANCED)
ALMC-B4
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident/Onsite

PURPOSE: To provide intermediate level small purchase personnel with the technical competencies and judgmental skills necessary to prepare them to perform as DoD Small Purchase Contracting Officers.

SCOPE: This course is designed to provide DoD Small Purchase Contracting Officers with the technical competencies and judgmental skills necessary to establish essential internal management control while maximizing operational productivity.

PREREQUISITES: This course is specifically designed for intermediate-level personnel in the Purchasing Agent series (GS-1105) and Contract Specialist series (GS-1102) engaged in small purchase or comparable military. Therefore, it is required that the nominees meet the following prerequisites:

1. Successful completion of the entry-level Defense Small Purchase Course (Basic) or an equivalent course.

2. Actual or pending assignment to an intermediate-level small purchase position defined as follows:

a. Purchasing Agent, GS-1105-6 or Enlisted E5 and above.

b. Contracting Specialist, GS-1102-7 or officer 02 and above.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SMALL PURCHASE COURSE (BASIC)
ALMC-B3
Location: ALMC, Fort Lee, VA 23801-6040
Onsite, AOCI, SEP, Correspondence
Length: 2 Weeks
Satellite Education Program
Length: 10 Days (1/2 day class sessions)

PURPOSE: This course provides a detailed study of purchase procedures as outlined in the Federal Acquisition Regulation (FAR) and DoD FAR supplement as well as a general survey of the basic statutes and authorities governing small purchase procedures.

SCOPE: The course is designed to provide DoD level instruction in the techniques and procedures used in accomplishing small purchase actions. The course contributes to the development of competencies and skills required to perform small purchase tasks within DoD.

PREREQUISITES: The course is designed for entry-level procurement personnel who utilize small purchase procedures and emphasizes "hands-on" training in the accomplishment of small purchase actions.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SPECIFICATION MANAGEMENT
8D-F1 (JT)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: This course provides instruction for management personnel who, in the performance of their assignments, are required to make decisions that govern and relate to the development or use of specifications.

SCOPE: The course covers DoD management concepts and policies involved in the development, preparation, and use of specifications. It includes types of specifications, technical development of materiel requirements, quality assurance, and packaging sections of a specification, and the coordination of specifications. The role of specifications in the acquisition process is covered with emphasis on cost considerations in the development and application of specifications.

PREREQUISITES: Nominees must be commissioned, warrant, and senior NCOs or civilians (GS-9 and above) who have actual or scheduled job assignments which require responsibility for writing, reviewing, coordinating, applying, or using specifications. Relative phases of specifications development and management include such functions as engineering, quality assurance, packaging, and procurement.

SECURITY CLEARANCE: None.

Course Title: DEPARTMENT OF THE ARMY STAFF, OPERATIONS RESEARCH/SYSTEMS ANALYSIS (ORSA) FAMILIARIZATION COURSE ALMC-2F
Location: Humphries Engineer Support Center, Fort Belvoir, VA
Length: 1 Week

PURPOSE: This course provides action officers on the DA Staff an overall perspective of the techniques, methodologies, and applications of operations research and systems analysis used within DA.

SCOPE: This course is oriented toward action officers with little knowledge of quantitative techniques and their applicability. The course focuses primarily on those techniques most frequently used by DA ORSA analysts.

PREREQUISITES: Nominations are made by the Director, Study Program Management Office, HQ DA (DACS-DMO), The Pentagon, Washington, D.C. 20310-0200, AV 227-0026. Questions, requests for nomination, and DD Forms 1556, should be directed to that office. Nominees should be either commissioned officers or civilians in grades GS-07 or higher. Nominees should occupy positions on the DA Staff in which familiarity with the tools of quantitative analysis are desired.

SECURITY CLEARANCE: None.

Course Title: DEPOT SUPPLY OPERATIONS MANAGEMENT COURSE 8B-F10 (AR)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Weeks

PURPOSE: The objective of this course is to provide depot directorate-level management instruction to officers and civilian managers. This course is designed to broaden the career development and enhance the performance and skills of the mid-level logistics manager in the wholesale depot system.

SCOPE: The management and operations of the distribution system are studied with particular emphasis given to the major depot functions of receiving, storage, packaging, physical inventory, shipping, transportation, resources management and control of materiel. The relationship of these functions to other logistics functions is considered in order to understand the integration of logistics functions.

PREREQUISITES: Nominees should be commissioned officers and warrant officers having 2 years of active duty remaining after course completion, and who are in, or on orders to, a position requiring knowledge of depot operations and distribution management responsibilities. Military personnel pursuing a related Officer Personnel Management System (OPMS) program and members of the NCO Logistics Program are also eligible. Civilians may be either GS or wage grade personnel assigned, or anticipating assignment, within the logistics management field requiring a knowledge of depot operations, wholesale supply, and distribution management and having supervisory or demonstrated potential for supervisory responsibility. Management trainees/interns must have 1 year practical experience after training program. Interns assigned to depots will be accepted regardless of career program. Other personnel will be considered on a waiver basis.

SECURITY CLEARANCE: None.

Course Title: DESIGN TO COST
ALMC-CF
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 week

PURPOSE: To provide an understanding of the concept, management, implementation requirements, and technical aspects of the Design to Cost (DTC) Program within DoD and the Department of the Army.

SCOPE: The course provides a broad spectrum of knowledge, pertaining to the DTC Program. It covers DoD and Army policy, methods of implementation, and the technical aspects of contracting and cost analysis applicable to the program.

PREREQUISITES: Nominees must be commissioned officers on active duty or civilian personnel (GS-07 or above) with career or career-conditional status. Nominees should be assigned to a DTC-related position in a project management or cost analysis office or other organization which deals directly with DTC requirements. Officers, senior NCOs, and civilian personnel who do not meet the above prerequisites may be granted a waiver on the basis of assigned responsibilities as quotas are available.

SECURITY CLEARANCE: None.

Course Title: DIRECTORATE OF LOGISTICS (DOL)
ALMC-DT
Location: ALMC, Fort Lee, VA 23801-6040
Length: 3 Weeks

PURPOSE: The objective of this course is to provide commissioned officers and civilian employees of the Army with a knowledge of the responsibilities, techniques, practices, and problems of DOL in order to improve personal competence, efficiency, and organizational effectiveness in managing Army resources at the directorate, division, and branch levels.

SCOPE: Course content provides coverage of all functional areas of the DOL responsibilities. Emphasis is placed on the responsibilities, techniques, practices, and problems at the directorate and division level in an effort to improve personal competence and effectiveness in managing logistics support at the installation level. Interfaces among the operating divisions and between DOL and other directorates are highlighted in order to provide a perspective of the magnitude and impact of DOL's activities.

PREREQUISITES: Nominees should be commissioned officers (0-4 or above), sergeant majors, civilian employees (GS-11 or above), or wage grade or local national employees (English speaking) of comparable grade or rank. Students should be assigned to or programmed for assignment to positions within a DOL. The DOL, Deputy DOL, sergeant major, and division chiefs constitute the primary target audience, but objectives are well suited to branch chiefs being prepared for division level responsibilities and personnel assigned to staff supervisory positions in MACOM Office of Deputy Chief, Staff Logistics (ODCSLOG). Students should have 2 or more years of service remaining. Requests for waivers will be considered based on individual circumstances.

SECURITY CLEARANCE: None.

Course Title: DoD COST ACCOUNTING STANDARDS WORKSHOP
ALMC-CE
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks, Resident/Onsite

PURPOSE: This workshop is designed to provide DoD personnel responsible for implementing Public Law 91-379, Cost Accounting Standards (CAS) in Government Contracting, with the knowledge and skills necessary to implement the standards and rules and regulations of the CAS Board, administer and make contract adjustments for new standards, contractor noncompliance, and voluntary changes.

SCOPE: This workshop provides detailed instruction in the meaning of the various aspects of Public Law 91-379 to include the rules and regulations of the CAS Board, the cost accounting standards, and the disclosure statement. The workshop is designed to provide a hands-on working familiarity with DoD policy relative to the implementation of CAS requirements to include the administration and contract adjustments for new standards, noncompliance with interest assessment, and voluntary changes.

PREREQUISITES: Nominees should be commissioned officers and civilians GS-9 and above with actual or programmed assignment to a CAS team. Contracting Personnel (GS/GM 1102 series and comparable military) must have completed the following courses prior to enrollment:

(1) Management of Defense Acquisition Contracts Course (Basic) or Contract Administration.

(2) Defense Cost and Price Analysis or Principles of Contract Pricing.

Waivers will be granted by the course director on an individual basis.

SECURITY CLEARANCE: None.

Course Title: ENVIRONMENTAL COORDINATORS' SEMINAR
ALMC-ES
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Days, Resident

PURPOSE: The objective of this course is to present an overview of current changes to relevant statutory and regulatory requirements, review environmental management and technology, and provide a forum for discussion of current environmental problems by major command environmental personnel and installation environmental coordinators.

SCOPE: The curriculum includes the Army environmental program; overview and update of environmental laws and regulations; update on required reports, administrative requirements, environmental management techniques, and environmental technology indepth analysis of current key Army environmental problem areas; and panel discussion of problem areas by MACOM representatives. The course requires close coordination between ALMC instructors and MACOMs for content and the determination of onsite offerings.

PREREQUISITES: Nominees must have attended the Basic Environmental Coordinator's Course or its predecessor, the Environmental Coordinator's Course. Nominees should be experienced environmental coordinators, MACOM environmental staff personnel, or other experienced individuals who devote a majority of their time to environmental matters. Individuals should be well versed in all pertinent environmental problems at their home stations for formal and informal presentation and discussion in the classroom.

SECURITY CLEARANCE: None.

Course Title: EXECUTIVE ENVIRONMENTAL AND HAZARDOUS MATERIAL COURSE
ALMC-EX
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Days, Resident/Onsite

PURPOSE: The objective of this course is to provide an executive level environmental course to installation, facility and unit executives and commanders from all MACOMs and National Guard Bureau (NGB). Participants should be better able to manage their operations in compliance with applicable environmental laws, regulations, and policies.

SCOPE: The curriculum includes the Army environmental program; environmental laws, regulations, and policies; and the preparation and evaluation of environmental documents. While conducting the course onsite, instructors are available to provide consulting services on local environmental/hazardous waste problems.

PREREQUISITES: Participants should be commanders, civilian executives, and their principal staff members, 0-5/GS-13 and above, who are in positions to recommend courses of action or make decisions on military matters impacting on the environment.

SECURITY CLEARANCE: None.

Course Title: EXECUTIVE ENVIRONMENTAL AND HAZARDOUS MATERIAL SEMINAR
ALMC-EE
Location: Onsite at User Command
(The seminar must be conducted concurrently with another scheduled environmental onsite course at the location of the onsite course or by special arrangement with the course director.)
Length: 1 Day

PURPOSE: The objective of this course is to inform executive level military and civilian managers of environmental considerations and requirements as promulgated by laws, directives, and regulations which may impact on installation missions and operations.

SCOPE: The curriculum includes a brief discussion of the environmental impacts of Army operations; the Army environmental program; environmental laws, regulations, and policies. As required by onsite needs, the discussion may be weighted towards specific installation problems. The instructor is available to provide consulting services on local environmental/hazardous waste problems.

PREREQUISITES: Nominees should be military commanders, civilian executives, and their principal staff members who are in a position to recommend courses of action or make decisions on military matters impacting on the environment.

SECURITY CLEARANCE: None.

Course Title: FORCE MODERNIZATION AND SUSTAINMENT (EQUIPPING THE FORCE) COURSE
ALMC-FG
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide the enrollee with a management overview of the force modernization processes, their impacts, and their interrelationships within the DA. The course includes the staff Agencies and MACOMs' responsibilities, documentation and information systems which are utilized to manage and control the processes.

SCOPE: This "How the Army Runs" course has emphasis towards how the Army equips the force. The course concentrates on the theories, techniques, and strategies of the force integration effort in modernizing the Army. Topics include how to acquire, train, distribute, deploy, sustain, and develop the force. Separate functions of the Army as well as the leadership and resources that make those functions run are also covered.

PREREQUISITES: Military nominees should be commissioned officers, warrant officers, NCOs (E-7 and above), and Civil Servants (GS-9 and above) who have an actual or scheduled assignment to a Force Integration/Force Modernization (FI/FM) staff position. Defense contractors involved in areas related to Force Modernization are eligible to attend the course. Completion of the ILS Management Techniques in Materiel Acquisition Course is recommended, but not required.

NOTE: It is highly recommended that individuals assigned or pending assignment to the following positions or offices attend this course: HQ DA DCSOPS/DCSLOG Staff Officers, MACOM HQ FI/FM Staff Officers, NG/USAR FI/FM Staff Officers, Installation or Division FI/FM Staff Officers, TRADOC Combat Developers, TRADOC System Managers Offices, Integrated Logistics Support (ILS) Offices, AMC Materiel Developers and Managers, Resource Managers, and Logistics Assistance Offices (LAO).

SECURITY CLEARANCE: None

Course Title: INSTALLATION LOGISTICS MANAGEMENT
ALMC-IN
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide the student with a basic knowledge and practical experience of the responsibilities, practices, and procedures necessary to effectively perform in a garrison logistics environment. The total DOL organization is studied to demonstrate the interrelationship of functional areas and activities, and to provide sufficient training to enable the student (on course completion) to properly execute at the installation logistics level.

SCOPE: This course is oriented to lower grade level (both military and civilian) employees. Coverage is provided for all functional areas of the DOL's responsibilities, practices, and problems at all levels of the organization to develop and increase competence and effectiveness in logistics support at the installation.

PREREQUISITES: Military nominees should be commissioned officers (O-3 or below), warrant officers, enlisted personnel (E-8 or below), civilian employees (GS-9 or below), or wage grade or local

national employees (English speaking) of comparable grade or rank. Objectives are well suited for individuals whose job responsibilities interface with installation logistics either at the installation level or in major command.

SECURITY CLEARANCE: None

Course Title: INSTRUCTOR DEVELOPMENT WORKSHOP
ALMC-IM
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: The objective of this course is to enhance the instructional ability of personnel selected by parent commands as potential AOCI.

SCOPE: This workshop covers instructional methods and techniques with major emphasis on student presentations and critiques.

PREREQUISITES: Nominees should be individuals that have been selected by parent commands as potential AOCIs or to recertify current AOCIs.

SECURITY CLEARANCE: None

Course Title: INTEGRATED ITEM MANAGERS COURSE
ALMC-IF
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Weeks

PURPOSE: The objective of this course is to develop and increase the knowledge and understanding of Army Materiel Command integrated item managers. The course focuses on the materiel management process and the relationship of secondary items and end items to weapon systems. Emphasis is placed on developing the ability to identify accurate requirements for end items and supporting secondary items in order to maintain the readiness of Army Weapon systems at HQ DLA designated levels.

SCOPE: The curriculum concentrates on materiel management functions as they relate to the management of secondary and major items. The subjects covered range through the entire life cycle of materiel systems. Special emphasis is placed on wholesale requirements computation and the distribution process using existing data bases and financial management. CCSS forecasting techniques and logistical terminology are presented to provide a common basis for understanding the integrated materiel manager's role in weapon system management. The application of management skills, problem-solving and decision making techniques appear throughout the course.

PREREQUISITES: Nominees must occupy positions relevant to inventory management within the Army Materiel Command and must be a graduate of the CCSS Functional Course. Those civilian nominees GS-9 and above (may be waived to GS-7 for interns) occupying positions as inventory managers (job series 2010) will have first priority. Others with job series 346, 2001, and 2003 will be considered. Officers possessing specialty codes 91/92 or additional skill identifier 72, Warrant Officers in career field 76-2, and enlisted with MOS 76P4K or 76Z5K may be accepted. All other nominees may attend on a waiver basis. This course is not open to international students. The course director retains final approval authority.

SECURITY CLEARANCE: None.

INTEGRATED LOGISTICS SUPPORT (ADVANCED)
ALMC-IT
Location: ALMC, Fort Lee, VA 23801-6048
Length: 3 Weeks, Resident

PURPOSE: The objectives of this course are to provide enrollees with (1) a comprehensive overview of the materiel acquisition process for Army items/systems; (2) an understanding of the dynamics involved in the acquisition strategy for items/systems and their impact on the ILS program; (3) a thorough understanding of ILS program responsibilities throughout the materiel acquisition process; (4) an overview of the capabilities of logistics support analysis (LSA) and the logistics support analysis record (LSAR); (5) a detailed examination of the individual elements of ILS, their importance, use, and timing in the materiel acquisition process; (6) a complete understanding of the role of ILS managers, ILS management teams and functional managers in the development of an ILS program; (7) a "hands-on" application of techniques used to plan, organize, direct, coordinate, and control the ILS program to achieve successful fielding.

SCOPE: This course represents an expansion of the 2-week Integrated Logistics Support Management Techniques in Materiel Acquisition Course formerly offered by ALMC. It offers a more indepth approach and emphasizes hands-on management of an ILS Program. It covers all aspects of ILS and ILS-related activities in materiel acquisition; key areas within the functional elements of ILS that require intensive management; how to plan for LSA/LSAR, MANPRINT, and Technical Data; contracting strategies for effective implementation of an ILS program; all ILS-related activities leading to a successful materiel deployment of Army items/systems. Each unit of instruction is structured to increase the student's knowledge base, explore interrelationships among elements, and provide time for "hands-on" application of ILS management skills.

PREREQUISITES: Nominees must have an actual or scheduled assignment to a Government or contractor organization with ILS or ILS-related responsibilities, have already taken the 1-week ILS basic course (or have similar academic or work-related experience), and meet grade/rank prerequisites below. The primary target populations addressed are ILS managers, ILS staff members, project/weapons system personnel, and members of ILS management teams. Students should have a thorough understanding of and experience in materiel acquisition and ILS responsibilities, as these areas are used as a baseline from which this course develops. Military personnel should be commissioned officers, 0-3 or above; civilian personnel, GS-11 or above; and contractor personnel of comparable grade(s). The course director has the authority to waive prerequisites on an individual basis, if position responsibility and/or experience is deemed sufficient.

SECURITY CLEARANCE: None.

Course Title: INTEGRATED LOGISTICS SUPPORT (BASIC)
ALMC-IU
Location: ALMC Fort Lee, VA 23801-6048
Length: 1 Week, Resident/Onsite/Satellite

PURPOSE: The objectives of this course are to provide enrollees with (1) a description of ILS organizations and ILS managers' roles and responsibilities; (2) a conceptual knowledge of the Army acquisition process; (3) an understanding of the purpose and scope of ILS; (4) a knowledge of the technical tools of ILS and how ILS and MANPRINT impacts should affect item/system design; (5) a basic knowledge of acquisition contracting and testing as they relate to ILS; and (6) an overview of materiel fielding.

SCOPE: This course presents a 1-week module of basic information on ILS from the 2-week ILS Management Techniques in Materiel Acquisition Course formerly offered by ALMC. It covers basic information on the Army acquisition process; ILS organizations, roles, and purposes; an overview of ILS actions in materiel acquisition; and basic interfaces between ILS and other materiel acquisition processes. Information is provided to give a general overview on ILS in materiel acquisition and prerequisite knowledge required for entry into the ILS Advanced Course.

PREREQUISITES: This course is designed for nominees who desire an overview of the Army ILS program. The primary target populations addressed are engineers, scientists, entry-level ILS managers and all acquisition-oriented managers with a need for basic ILS knowledge. This course satisfies the prerequisite for entry into the ILS advanced course.

SECURITY CLEARANCE: None.

Course Title: LOGISTICS EXECUTIVE DEVELOPMENT
8A-F17 (JT)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 19 Weeks, Resident; 600 Hours, Correspondence

PURPOSE: The objectives of this course are to provide indepth logistics education for selected managers, prepare them for positions of responsibility in logistics management, and develop their intellectual depth and analytical ability.

SCOPE: This course serves as the Army's senior logistics course to prepare civilian/military managers for key executive positions with the Army and DoD logistics systems, to broaden the individual's logistics foundation developed by earlier logistics functional courses and personal experience, to provide insights into the multifunctional areas of logistics and their integration into the overall DoD logistics system, to expand and enhance the fundamental management skills of the individual, and to provide an understanding of the interface between the Army in-the-field, the logistics structure, and industry. The course of instruction includes development of strategy, force structure, equipment and logistical support, acquisition management and integrated logistical support, inventory, distribution, and maintenance of equipment, logistical support to the Army in-the-field, organization and personnel management, DoD resource management, managerial economics (MACRO), analytical techniques, automated information technology, force modernization and an electives program.

PREREQUISITES: Nominees must be of high caliber, demonstrating exceptional managerial potential and the ability to undertake graduate level study. Commissioned officers of the U.S. Military Services must have 8 years of commissioned service. U.S. Army officers must have completed or been awarded constructive credit for branch career courses and must have 3 years of anticipated active duty service remaining after completion of the course. Civilian personnel must be GS-12 or above or WS equivalent. Personnel must have 5 years of cumulative experience in military logistics or closely related industrial experience. Waiver of the experience prerequisite will be considered for those with previous formal education in logistics. Academic transcripts must accompany all applications seeking waiver of prerequisites. Personnel must have demonstrated high potential for development as evidenced by their career appraisals and specific awards and recognition directly related to logistics accomplishments. Preference will be given to personnel whose academic background evidences intellectual maturity as it relates to executive and managerial personnel and whose career appraisal or the Individual Development Plan (IDP) reflects that this course has been specifically programmed for the nominee as a basis for their planned progression. Waivers may be granted on an individual basis as quotas are available.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: LOGISTICS MANAGEMENT DEVELOPMENT COURSE
8A-F16
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Weeks, Resident

PURPOSE: This course is designed to develop the managerial skills of selected military and civilian personnel assigned to, or anticipating assignment to, the Army wholesale logistics system. Course content will provide a broad knowledge of the Army wholesale logistics system; enhance understanding of the interrelationships and interdependence among logistics functions and the organizational structure for logistics management; and provide insights into the impact of a functional management decision on other logistics functions and on the logistics system as a whole.

SCOPE: The course provides an overview of the Army logistics system. The life cycle management model is the common thread of the course. It is used to highlight the more significant considerations of Research Development, Test, and Evaluation (RDT&E), procurement, inventory management, maintenance, and disposal of Army materiel. Management skills instruction includes basic statistical and probability techniques, as well as aspects of interpersonal behavior. This instruction is oriented towards improving the decision making abilities of the students by providing knowledge of the techniques and considerations involved in logistics management.

PREREQUISITES: Nominees must have an actual or anticipated assignment to a management position in the wholesale logistics area and have a high school level education. Military nominees should be officers who have completed or are enrolled in a branch career course; senior NCOs are eligible. Civilians should be GS-9 or above with at least 4 years of functional experience in the logistics management, data processing, or financial management field and have completed one functional course in the field.

SECURITY CLEARANCE: None.

Course Title: DEFENSE BASIC LOGISTIC SUPPORT ANALYSIS
ALMC-LR
Location: ALMC, Fort Lee, VA 23801-6048
Length: 2 Weeks, Resident/Onsite/Satellite

PURPOSE: The objectives of this course are to provide the enrollee with (1) an understanding of the concepts and techniques employed

by system engineers and logisticians in ensuring development of a supportable item/system within the overall materiel acquisition process; (2) an introduction to MIL STDS1388-1A/2A; (3) an introduction to techniques used to derive supportability goals and support concepts; (4) and a logical framework for making decisions concerning design characteristics as they relate to logistics support, life cycle cost, and tradeoffs for major and non-major items/systems.

SCOPE: This course is designed to provide the student with an understanding of the purpose and objectives of the LSA process. It provides an overview of MIL-STD-1388-1A and MIL-STD-1388-2A tasks; techniques for accomplishing the tasks; provides an examination of the use of LSAR data records in the generation and recording of logistics support data; and the use of the LSA/LSAR as a management tool and as a force to integrate all ILS elements for an item/system. Specific instructional topics included in the course are an overview of the materiel acquisition process; an introduction to ILS and its relationship to LSA/LSAR; requirements generation; trade-offs; supportability testing; developing comparative analysis; identification of manpower, support, cost and readiness drivers; life cycle costing; support modeling and simulation; risk analysis; a discussion of terms needed to describe maintenance tasks; detailed review and explanation of the LSAR data records and output summaries; a discussion of LSAR data utilization; contracting for LSA/LSAR; and review and validation of LSA data.

PREREQUISITES: Nominees must have an actual or scheduled assignment to a Government or contractor organization with ILS or ILS-related responsibilities and meet the grade/rank prerequisites below. The primary target populations addressed are LSA/LSAR performers, reviewers, or data users. It is highly recommended that nominees attend the 1-week ALMC ILS Basic Course or have equivalent ILS experience before attending this course. Military personnel should be commissioned officers or senior NCOs. Civilian personnel should be GS-7 or above. Contractor personnel should be of comparable rank/grade.

NOTE: A statistical calculator for exercises is suggested.

SECURITY CLEARANCE: None.

Course Title: MAINTENANCE PROVISIONING PROCEDURES COURSE
ALMC-MP
Location: ALMC, Fort Lee, VA 23801-6048
Length: 2 Weeks

PURPOSE: The objectives of this course are to provide maintenance functional personnel with the knowledge and skills needed to develop and verify maintenance allocation charts using LSA data; and to determine, select, and assign the appropriate maintenance codes to spare/repair parts.

SCOPE: The course provides functional training in the use of LSA for the development of Maintenance Allocation Charts and the identification, assignment/review of maintenance codes. Use of field exercise data, sample data collection, and requisition data in updating the maintenance provisioning data base will be explained. Provisioning regulations, acquisition documentation, and system supportability are discussed.

PREREQUISITES: Nominees must have an actual or scheduled assignment to a Government or contractor organization that has the responsibility of developing maintenance allocation charts and maintenance coding of spare/repair parts. The primary target populations addressed are maintenance engineers, equipment specialists, logistic management specialists, and maintenance management specialists at a grade level equivalent to a GS-09 or above. Personnel in these specialties will be given priority for enrollment.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT OF DEFENSE ACQUISITION CONTRACTS (ADVANCED)
8D-F12 (JT)
Location: ALMC, Fort Lee, VA 23801-6040
Resident, Onsite, Contractor, AOCI
Length: 2 Weeks, 4 Days

PURPOSE: The objective of this course is to provide uniform advanced acquisition contracting management education to officers and civilian personnel from DoD buying and contract administration activities.

SCOPE: The course is oriented to the intermediate level procurement careerist in preparation for performance at the GS-12 or higher level. While the principles taught are applicable to all of acquisition, the management of systems acquisition is

emphasized through use of representative current procurement problem case studies. The objective is to provide a forum for development of decision making skills and task need competencies relevant to the management of complex Government acquisitions.

PREREQUISITES: This course is specifically designed for intermediate level personnel in the contracting series (GS-1102 and comparable military) GS 9/12, officer O-3/O-4 in preparation for assignment to positions of increasing complexity and responsibility as contract negotiators, contract specialists, procurement analysts, and price analysts. This course covers a broad range of complex and detailed topics at a rapid pace and a cumulative passing score on examinations is required to successfully complete the course. Therefore, nominees must meet the following requirements:

1. Successful completion of the entry-level MDACC (Basic), Contract Administration, an authorized equivalent course or equivalent knowledge test.*

2. Successful completion of the entry-level Principles of Contract Pricing, Defense Cost and Price Analysis or an authorized equivalent course or equivalent knowledge test.*

3. Completed a minimum of 2 year's experience subsequent to graduation from the entry-level course. This experience requirement may be reduced to 1 year for local or central civilian interns or military in established training programs.

4. Actual or pending assignment to an intermediate-level position in the following acquisition career fields:

a. Contracting series (GS-1102 and comparable military) GS-9 and officer O-3 and above. May be reduced to GS-7 and officer O-2 for local or central civilian interns or military in established training programs. Warrant officers and senior NCOs are also eligible on an assignment needs basis.

b. General Business series (GS-1101) and Industrial Specialist series (GS-1150 and comparable military), GS-9, and officer, O-3 and above. May be reduced to GS-7 and officer to O-2 for local or central civilian interns or military in established training programs.

5. Individuals who do not meet the above prerequisites must submit a request for waiver prior to enrollment in the course.

SECURITY CLEARANCE: None.

*See DoD 1430.10-M-1 and 1430.11-M, DoD Civilian Career Knowledge Test Program, for information about equivalency of courses and acquisition knowledge tests.

Course Title: MANAGEMENT OF DEFENSE ACQUISITION CONTRACTS (BASIC)
8D-4320
Location: ALMC, Fort Lee, VA 23801-6040
Resident, Onsite, Contractor, AOCL, SEN, Correspondence
Length: 4 Weeks

PURPOSE: The objective of this course is to provide basic acquisition training to military and civilian personnel who are currently serving in, or anticipate assignment to, a position in which they will engage in DoD contracting functions.

SCOPE: This general survey course provides a detailed study of contracting procedures as prescribed by statutes, FAR, DoD FAR supplement, and other directives which govern DoD acquisition operations. This course is designed for personnel entering the field of DoD acquisition or for those with less than 3 years of acquisition contracting experience.

PREREQUISITES: This course is specifically designed for entry-level personnel in the contracting series (GS-1102 and comparable military occupational specialities) in preparation for assignment as contract negotiators, contract specialists, and procurement analysts. This course covers a broad range of complex and detailed topics at a rapid pace and a cumulative passing score on examinations is required to successfully complete the course. Therefore, nominees must meet the following requirements:

1. Actual or pending assignment to a position in the following acquisition career fields:

a. Contracting series (GS-1102 and comparable military) GS-5, enlisted E-6, or officer O-1 and above and upward mobility positions targeted to GS-1102 series.

b. Property Administrator series (GS-1103 and comparable military) GS-5, enlisted E-6, or officer O-1 and above.

c. Purchasing series (GS-1105 and comperable military) GS-5, enlisted E-6, or officer O-1 and above.

d. Procurement Clerk/Assistant series (GS-1106 and comparable military) GS-7, enlisted E-6 and above.

e. General Business series (GS-1101) and Industrial Specialist series GS-1150 and comparable military) GS-5 and officer O-1 and above.

f. Business and Financial Managers if assigned to a major acquisition program, (multiple GS series and comparable military) GS-5 and officer O-1 and above.

2. Individuals who do not meet the above prerequisites must submit a request for waiver prior to enrollment in the course.

There are no prerequisites for the correspondence mode.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT OF DEFENSE ACQUISITION CONTRACTS COURSE (EXECUTIVE)
ALMC-B5
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident

PURPOSE: To provide senior-level contract specialists with the technical competencies and judgmental skills necessary to prepare them to perform as DoD Procurement Contracting Officers (PCO).

SCOPE: This course is designed to provide the PCO with the technical competencies and judgmental skills necessary to establish essential internal management control while maximizing operational productivity.

PREREQUISITES: This course is specifically designed for senior-level personnel in the Contract Specialist series (GS-1102) and comparable military. Therefore, it is required that the nominees meet the following prerequisites:

1. Successful completion of the intermediate-level MDACC (Advanced) or authorized equivalent course.

2. Successful completion of the intermediate-level Government Contract Law or authorized equivalent course.

3. Actual or pending assignment to senior-level position in the Contract Series (GS-1102 and comparable military) GS-12 and officer O-4 and above.

4. Individuals who do not meet the above prerequisites must submit a request for waiver prior to enrollment in the course.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT OF INSTALLATION LEVEL CONTRACTS
ALMC-IB
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 4 Days

PURPOSE: The objective of this course is to provide tools, techniques and practice in applying basic acquisition knowledge to management of contracts at Army installations.

SCOPE: This course is oriented to procurement careerists involved in installation level contracting and considers the general acquisition/contracting mission of DA with emphasis on the organization and management of the local contracting office, specifications, preaward planning, cost reimbursable contracts, contractor selection and contract management, particularly service and construction contracts.

PREREQUISITES: Nominees must successfully complete the prescribed entry-level course for the procurement career program, as indicated in DoD 1430.10-M-1, or successfully complete an authorized equivalent course, or equivalent knowledge test. Nominees should be commissioned officers or civilians (GS-1102) in grade GS-7 or above. All nominees should have a minimum of 2 year's experience in contracting. Waiver of any prerequisites will be considered on an individual basis.

SECURITY CLEARANCE: None.

Course Title: MANAGERS' ENVIRONMENTAL COURSE
ALMC-EC
Location: ALMC, Fort Lee, VA 23801-6040
Length: 4 Days, Resident/Onsite

PURPOSE: The objectives of this course are to provide a basic awareness of the environmental requirements affecting Army operations and a working knowledge of the Army environmental program as it relates to management considerations.

SCOPE: The curriculum includes environmental problems of Army operations; the Army environmental program; environmental laws, regulations, and policies; management considerations; and the writing and evaluation of environmental documentation. The curriculum is flexible in order to tailor the course to onsite areas of concern. Areas of specific interest may be included on request of the onsite location. While conducting the course onsite, instructors are available to provide consulting services on local environmental/hazardous waste problems.

PREREQUISITES: Nominees should be staff members or managers whose job responsibilities include communication, evaluation, or planning on matters impacting the environment. This includes, but is not limited to, staff officers, facility engineer personnel, managers within the installation DOL, and personnel involved in public and legal affairs, operations, training, health and safety, research, development, and testing. This course is not appropriate for students who have attended the Environmental Coordinator's Course or the Basic Environmental Coordinator's Course.

SECURITY CLEARANCE: None.

Course Title: MANPOWER AND FORCE MANAGEMENT COURSE
ALMC-MG
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks, Resident/Onsite

PURPOSE: The objective of this course is to develop and increase the understanding of military and civilian managers in the various aspects of the manpower and force management function. Management techniques, principles, and concepts are explained with emphasis on procedural details. The course focuses on the management analyst at the Installation, SUBCOM, MACOM, and HQ DA level.

SCOPE: The curriculum concentrates on manpower and force management functions. The subject areas covered during manpower blocks of instruction are tailored to the six functions described in AR 570-4 (Manpower Management). These functions address the fundamental aspects of planning and programming, allocation, documentation, analysis and evaluation, standards and guidance and requirements determination. The force management subject areas address the fundamental aspects of force management which are developing, manning and equipping the force. HQ DA automated manpower and information systems are discussed and compared with the Air Force Manpower Management System.

PREREQUISITES: Nominees must be assigned to, or programmed for assignment to, a position requiring knowledge or use of skills associated with manpower and force management functional areas. Military nominees should be grades O-3 and above. Civilian nominees should be GS-7 and above. Warrant officers, NCOs, and civilian grades GS-6 and below are eligible to attend on basis of job title and assigned responsibility.

SECURITY CLEARANCE: None.

Course Title: MANPOWER AND FORCE MANAGEMENT DOCUMENTATION COURSE
ALMC-MK
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident
1 Week, Onsite

PURPOSE: The objective of this course is to develop and increase the level of expertise of military and civilian personnel in the application of The Army Authorization Documents System (TAADS). The course is designed to educate the Army community on the importance of TAADS and how to properly extract data from the system. Utilizing the Management of Change (MOC) concept, proper processing of data, is essential to effective manpower management. The course focuses on the management analyst, career intern, and senior NCO at the installation, MACOM, SUBCOM, and HQ DA level.

SCOPE: The curriculum concentrates on the principles, processes, and policies of authorization documentation. The subject areas covered address the manpower documents and their importance to the force management process, Army regulation guidelines for documentation, and the system that supports documentation.

PREREQUISITES: Nominees must be assigned to, or programmed for assignment to, a position requiring knowledge of the principles, processes, and policies of authorization documentation. Military nominees should be in the grade of staff sergeant and above. Civilian nominees should be GS-5 and above. NCOs grade E5, and civilian, grades GS-4 and below, are eligible to attend on the basis of position title and assigned responsibility.

SECURITY CLEARANCE: None.

Course Title: MANPOWER AND FORCE MANAGEMENT MANAGER'S COURSE
ALMC-MJ
Location: ALHC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident/Onsite

PURPOSE: The course is an indepth study of the management tools used to effectively and efficiently manage resources. It serves as the Army's senior manpower and resource course to prepare civilian and military managers for key executive positions within the department.

SCOPE: This course introduces the Army's senior manpower managers to the techniques of effectively managing manpower resources through utilization, allocation, and budgeting of available resources. The manager's ability is expanded to interface with other functional areas within the manager's resource management system.

PREREQUISITES: Nominees must have completed the Manpower and Force Management Course, ALMC-MG. Civilians, GS-11 and above, and officers, O-3 and above, are eligible to attend.

SECURITY CLEARANCE: None.

Course Title: MATERIEL ACQUISITION MANAGEMENT
ALMC-ML
Location: ALMC, Fort Lee, VA 23801-6040
Length: 9 Weeks

PURPOSE: This course is designed to present, entry-level training to personnel who are directly or indirectly involved with the U.S. Army's materiel acquisition process. Materiel acquisition management is studied from the identification of requirements through development and testing of concepts and hardware, purchasing, fielding, sustaining, and ultimately disposing of materiel. Upon completion of the course, the student will be prepared to assume a midlevel management position within any area of materiel acquisition management.

SCOPE: This course provides a broad knowledge of the materiel acquisition function. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; RDT&E; financial and cost management; ILS; force modernization; production management; and contract management. Emphasis is placed on providing midlevel managers with a broad education so they can effectively manage any aspect of the acquisition process.

PREREQUISITES: Commissioned officers should be in grades O-3 or O-4 with 6 years of active Federal commissioned service. Military attendees should have been selected for participation in the U.S. Army's Materiel Acquisition Management (HAM) Program or hold a functional area code 51 (Research and Development). Commissioned officers must have completed their branch advanced course. Civilians may attend on a space available basis. Civilian attendees should be in the grade range of GS-11 through GS-13. All attendees must have a Baccalaureate degree or higher and should have an assignment to a position associated with HAM.

SECURITY CLEARANCE: None.

Course Title: NATIONAL ENVIRONMENTAL POLICY ACT IMPLEMENTATION
ALMC-EJ
Location: ALMC, Ft. Lee, Virginia 23801-6040
Length: 1 Week, Resident/Onsite

PURPOSE: The objectives of this course are to familiarize attendees with the requirements of the National Environmental Policy Act (NEPA) and train them to determine appropriate environmental documentation for proposed actions, prepare adequate environmental assessments, and provide input for the preparation of environmental impact statements.

SCOPE: The curriculum includes the Army environmental program; environmental laws, regulations, and policies; and the preparation and evaluation of environmental documents.

PREREQUISITES: Nominees should be military or civilian personnel who must assess the environmental impacts of proposed projects, training exercises, or other actions, and who must prepare or review environmental documents; or as proponents of actions, provide input for their preparation. Course is available only in the Learning Resource Center mode which consists of audio cassettes/workbooks.

SECURITY CLEARANCE: None.

Course Title: NEW EQUIPMENT TRAINING MANAGEMENT COURSE
ALMC-NE
Location: ALMC, Fort Lee, VA 23801-6048
Length: 2 Weeks

PURPOSE: The objectives of this course are to provide enrollees with (1) a comprehensive overview of the various aspects of Army Modernization Training (AMT) including reasons for training, methodologies, and organizational responsibilities; (2) a detailed understanding of the relationships among the Army Materiel Acquisition Process, AMT, ILS, and New Equipment Training (NET); (3) a comprehensive understanding of the duties, functions, and responsibilities of the NET manager; (4) a working knowledge of the Basis of Issue Plan Feeder Data (BOIPFD), Qualitative and Quantitative Personnel Requirements Information (QQPRI), and Basis of Issue Plan (BOIP) process and its effect on NET; (5) a functional understanding of the Army Modernization Training Automation System (AMTAS), to include utilization of the system; (6) an understanding of various management aspects of NET, such as inter-MACOM responsibilities in NET planning and execution, contracting, training development, coordination and resource planning, data sources, etc.

SCOPE: This course covers all aspects of NET management with particular attention given to the role of NET in AMT; the relationships among NET, AMT, ILS, and the acquisition process; the impact of BOIPFD, QQPRI and BOIP processes on NET; the development of a training strategy and a NET plan, including programming the role for Doctrine and Tactics Training (DTT); the role of the Training and Support Working Group (TSWG); the development of NET programs; NET team development and training; execution of NET; and the role of the combat and training developers in NET.

PREREQUISITES: Nominees must have actual or scheduled assignment to a Government or contractor organization with AMT or AMT-related responsibilities and meet grade prerequisite below. Primary target population will consist of these personnel throughout the MACOMs involved in the various aspects of NET. Consequently, personnel working in those areas will be given top priority for enrollment. Military nominees should be commissioned officers and senior NCOs. Civilian personnel should be GS-7 or above. Contractor personnel should be of comparable grade(s).

SECURITY CLEARANCE: None.

Course Title: NONAPPROPRIATED FUND PURCHASING AND CONTRACTING (NAFP&C) COURSE
ALMC-NA
Location: ALMC, Fort Lee, VA 23801-6040
Length: 2 Weeks

PURPOSE: The objective of this course is to provide acquisition training to contracting personnel for nonappropriated fund (NAF) procurements over $25,000.

SCOPE: This is a course which provides a detailed study of contracting procedures as prescribed by NAF regulation, basic statutes, and other pertinent authorities that govern NAF contracting operations. The course is for those who have acquired from 1 to 3 years of practical contracting experience. Successful completion of this course is required for NAF personnel before obtaining a warrant of $25,000.

PREREQUISITES: Nominees must be GS-7, UA-7 or E-5 and above with an actual or pending assignment to a position in the acquisition field. This course covers a broad range of complex and detailed topics at a rapid pace and requires extensive reading and studying by students. Therefore, nominees should possess academic skills at this level. The prerequisites define the minimum limits for acceptance into the course for the guidance of those nominating individuals. Completion of the Nonappropriated Fund Small Purchase Course or Defense Small Purchase Course is a prerequisite. Waivers to these prerequisites may be requested.

SECURITY CLEARANCE: None.

Course Title: OPERATIONS RESEARCH/SYSTEMS ANALYSIS CONTINUING EDUCATION PROGRAM
ALMC-SE
Location: ALMC, Fort Lee, VA 23801-6050
Length: 1 Week

PURPOSE: This course allows ORSA analysts to remain current on new developments in the ORSA field, and provides them with short intensive training on subjects they may not have received during their formal education process.

SCOPE: Short courses are designed to provide graduate or postgraduate level instruction in subjects of interest to Army operations research analysts. These courses provide professionals the opportunity to gain an indepth knowledge of a particular subject and to keep pace with the latest developments in the field of operations research. This course supports the OPMS Functional Area 49 Program and the GS-1515 career field.

PREREQUISITES: Nominees must possess OPMS Functional Area 49 (ORSA) or be a member of the 1515 civilian career field. A graduate degree in ORSA or an ORSA-related field is preferred. Other military personnel and civilians in ORSA or ORSA-related positions may attend on a space available basis. A working knowledge of mathematics through college algebra is desired.

SECURITY CLEARANCE: None.

Course Title: OPERATIONS RESEARCH/SYSTEMS ANALYSIS MILITARY APPLICATIONS COURSE I (ORSA MAC I)
ALMC-SB
Location: ALMC, Fort Lee, VA 23801-6050
Length: 13 weeks

PURPOSE: The course provides commissioned Army officers and DA civilians with a knowledge and understanding of military applications of operations research systems analysis techniques. The course provides each participant with a knowledge and ability to (1) perform ORSA studies; (2) evaluate ORSA studies critically; (3) interpret ORSA studies to decision makers; and (4) communicate effectively with systems analysts and other specialists.

SCOPE: This course provides specialty training to (1) commissioned Army officers who have been designated to receive the OPMS Functional Area 49 (ORSA), and who have not been to graduate school in some ORSA-related field; (2) commissioned Army officers who have been designated to receive the OPMS Additional Skill Identifier 4B (Operations Research Systems Analysis); and (3) DA civilians in the GS-1515 Career Field (Operations Research Analyst) in the grade GS-05 through GS-12. Military students should attend ORSA MAC I prior to the student's initial FA49 utilization tour or as soon as possible after the utilization tour begins. Civilian students in the GS-1515 intern program should attend ORSA MAC I during Phase I of the intern program IAW the Master Intern Training Plan (MITP). The course provides participants with a knowledge and understanding of military applications of ORSA methodologies. A significant portion of the instruction is from graduate level, ORSA-related texts. The classroom presentation emphasizes principles, demonstrates techniques of analysis, and illustrates typical applications of analytical techniques. Each area of instruction is accompanied by practical exercises which are worked outside of the scheduled class time. These exercises, examinations given during class, and case studies are graded to determine the student's comprehension and mastery of the material.

PREREQUISITES: Nominees should have successfully completed an undergraduate degree in engineering, mathematics, the physical sciences, or an ORSA-related field. Military officers should be in grade O-3 or O-4 and have been designated to receive the FA49 or ASI 4B identifiers. Civilians should be serving in the GS-1515 field as Operations Research Analysts in the grades GS-05 through GS-12. Applications outside these fields or grades will be considered on a space available basis.

SECURITY CLEARANCE: None.

Course Title: OPERATIONS RESEARCH/SYSTEMS ANALYSIS MILITARY APPLICATION COURSE II
ALMC-SK
Location: ALMC, Fort Lee, VA 23801-6050
Length: 2 Weeks

PURPOSE: This course provides a refresher program in the latest ORSA techniques and the current application of these techniques to military problems. The course refreshes each participant's ability to: Perform ORSA studies using analytical skills; critically review and evaluate, from a technical standpoint, ORSA studies; interpret ORSA studies to the decision makers.

SCOPE: This course refreshes the student's knowledge of and skills in analytical techniques with particular emphasis on military applications. The course concentrates on those techniques and applications most frequently employed in the military ORSA community.

PREREQUISITES: Functional Area 49 officers in grades O-4 through O-6 who have recently been, or shortly will be, assigned to an FA49 position from a non-FA49 assignment. All FA49 officers who have previously held an ORSA assignment. Career civilian personnel in the engineer and scientist career field who otherwise meet the educatic./experience prerequisites for military personnel and require refresher training will be accepted on a space-available basis.

SECURITY CLEARANCE: None.

Course Title: PERFORMANCE WORK STATEMENTS (PWS)
ALMC-DR
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, Resident/Onsite
LC: 24 hours

PURPOSE: To provide training on developing and writing PWSs that will be used in describing performance requirements for service and other operational support functions. The course will provide qualified technical personnel with the knowledge to produce a PWS for the functional area in which they have expertise. The resulting PWS will also be written in such a manner that is legally and contractually sufficient.

SCOPE: The course emphasizes job analysis techniques, writing requirements, quality assurance, and surveillance plans. The student will perform instructor-guided exercises in these areas.

Also covered are overviews of Commercial Activity Programs, management studies, cost comparisons, and contract considerations. This course is not intended to prepare individuals to write performance specifications for RDT&E functions.

PREREQUISITES: Nominees should be military and civilian personnel who will be involved in the preparation of a PWS for the Commercial Activity or efficiency/functional review programs.

SECURITY CLEARANCE: None.

Course Title: PRESENTATION TECHNIQUES FOR OPERATIONS RESEARCH ANALYSTS
ALMC-PT
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: This course trains Operations Research Analysts to present the results of technical study findings for ready understanding to high-level non-technical decision makers.

SCOPE: This course provides training for OPMS Functional Area 49 (FA 49) (ORSA) officers and civilian GS-1515 Operations Research Analysts. It is a mandatory course for newly designated FA 49 officers. FA 49 officers attending the Operations Research Systems Analysis Military Applications Course I (ORSA MAC I) attend the course in conjunction with MAC I. FA 49 officers who are trained through fully funded civil schooling should attend the course enroute to their next duty assignment or as soon as possible after graduation. Experienced military and civilian analysts should attend the course for career development. The course trains students in briefing skills, media selection, organization and timing of presentations, analysis of the information needs of decision makers, and data analysis.

PREREQUISITES: Nominees should be O-3 military officers or higher who have been designated FA 49 or hold ASI 4B, and civilian GS-1515 Operations Research Analysts in the grades of GS-5 or higher. Other applicants will be considered on a space available basis.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY CENTERED MAINTENANCE (RCM) COURSE
ALMC-RE
Location: ALMC, Fort Lee, VA 23801-6048
Length: 1 Week, Resident/Onsite/Satellite

PURPOSE: The objectives of this course are to provide the student with an understanding of the goals, application, and overall concepts of the RCM process; the use of RCM as a maintenance management tool to optimize the distribution of scheduled and unscheduled maintenance tasks for the preservation of inherent design levels of system/equipment safety and reliability at the lowest life cycle cost; and the use of RCM documentation in the support of maintenance planning decisions.

SCOPE: The RCM course is designed to provide an overview of RCM strategy, showing reasons for its development and its relationship to LSA/LSAR. Procedures necessary to develop an effective maintenance plan using RCM are emphasized. Specific instructional units cover RCM decision logic; maintenance significant items lists; use of failure mode and fault isolation techniques; maintenance program integration; the use of RCM worksheets, output summaries, and development of audit trails; the importance of sustaining engineering for continuing analysis.

PREREQUISITES: Nominees should be DoD military and civilian personnel with either management or technical responsibilities in the areas of ILS, LSA, R&M, Safety, or Maintenance Engineering. Additionally, this course is offered to DoD contractor personnel.

NOTE: A statistical calculator for exercises is suggested.

SECURITY CLEARANCE: None.

Course Title: RESEARCH AND DEVELOPMENT ORIENTATION
5L-F3 (AR)
Location: ALMC, Fort Lee, VA 23801-6048
Length: 1 Week

PURPOSE: The course will provide an overall perspective on the policies, organizations, and responsibilities of the materiel development process in the Army.

SCOPE: The course content covers the organization and responsibilities of the Army for the research and development of new materiel systems. Attention is given to the interrelationships of requirements, basic research, development, engineering, testing, evaluation, financial management, project management, laboratory management, and contracting.

PREREQUISITES: Nominees should be commissioned officers, warrant officers, enlisted persons E-6 and above, or civilian employees GS-9 and above, who occupy a research or development position or a closely-related support position. Applicants should be familiar with the contents of Army Regulations 70-1, Army Research, Development, and Acquisition, and 1000-1, Basic Policies for Systems Acquisition. Graduates of the Project Manager Development Course (ALMC-PM) or Materiel Acquisition Management Course (ALMC-ML) should not attend.

SECURITY CLEARANCE: None.

Course Title: SECURITY IN AUTOMATED SYSTEMS
ALMC-DX
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 3 Days

PURPOSE: This course covers all facets of security in ADP systems to include design and management, methodologies used in preventing and detecting fraud in computer systems, and procedures used in auditing and evaluating ADP systems.

SCOPE: This course covers all facets of automated systems security ranging from the minimum security requirements for all automated systems to the maximum security requirements for systems processing sensitive and classified information.

PREREQUISITES: ADP personnel, security officers, user of ADP data, and managers should attend this course. ADP and functional personnel responsible for ADP functional systems design approval, inspecting, or auditing should also attend. Non-ADP students should have a basic knowledge of ADP. Nominees should be DA commissioned and warrant officers, senior NCOs and DA civilian personnel with ADP security responsibilities as defined by AR 380-380.

SECURITY CLEARANCE: None.

Course Title: STRUCTURED FUNCTIONAL SYSTEMS DESCRIPTION AND DESIGN
ALMC-SD
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week, 3 Days

PURPOSE: This course is designed to produce ADP personnel, functional analysts, system users, and managers who are capable of using structured analysis and design techniques in the development of ADP systems. It also presents management requirements within the automated life cycle model.

SCOPE: This course presents DA requirements for the management and design of automated systems and produces functional and ADP personnel capable of assuming management, functional, and technical roles within automated systems development areas. The course discusses preparation of DA management and technical documents in detail. The course also discusses structured systems analysis and design techniques, and students apply these in workshops.

Students develop a functional specification and design document using structured analysis and design techniques. Students learn to use structured analysis and design techniques in meeting DA ADP technical documentation requirements.

PREREQUISITES: Nominees should be military personnel or civilians who will participate in the management or development of DA ADP systems components. These components include functional requirements descriptions, management and technical documents, and systems analysis and design.

SECURITY CLEARANCE: None.

Course Title: TEST AND EVALUATION MANAGEMENT
8D-F30 (AR)
Location: ALMC, Fort Lee, VA 23801-6040
Length: 1 Week

PURPOSE: This course provides an overall perspective on the policies and management procedures for the technical and user testing of materiel in support of the materiel acquisition process.

SCOPE: The course covers the testing that occurs during the development of new materiel systems to identify and verify the technical and military worth. Attention is given to the interrelationships of development and operational test and evaluation (T&E) and identification of requirements and critical issues via coordinated test planning workshops, test integration working groups, and schedule and review committees.

PREREQUISITES: Nominees should be commissioned officers, warrant officers, enlisted persons E-6 and above, or civilian employees GS-9 and above, who occupy a technical and evaluation position, an R6D position, or a closely-related support position. Nominees should be familiar with the contents of Army Regulations 70-1, 70-10, Test and Evaluation During Development and Acquisition Materiel; and 71-3, User Testing. Graduates of the Materiel Acquisition Management Course (ALMC-ML) or Project Management Development Course (ALMC-PM) should not attend.

SECURITY CLEARANCE: None.

Course Title: TRADOC OPERATIONS RESEARCH AND SYSTEMS ANALYSIS FAMILIARIZATION COURSE
ALMC-2N
Location: ALMC, Fort Lee, VA 23801-6050
Length: 1 Week

PURPOSE: To provide HQ, TRADOC and TRADOC school/center Combat Development and Training Development officers and civilians with an overall perspective of the techniques, methodologies, and applications of operations research and systems analysis used with TRADOC.

SCOPE: This course is oriented toward TRADOC personnel with little knowledge of quantitative techniques and their applicability. Attention is given primarily to those techniques most frequently used in TRADOC.

PREREQUISITES: Nominations are made by the local TRADOC training coordinator at each training site. Questions, requests for nomination, and DD Forms 1556 should be directed to their office, as designated by TRADOC. Nominees should be either commissioned officers or civilians in grades GS-7 or higher with no technical background. FA 49 officers and civilians CF 1515 should not attend.

SECURITY CLEARANCE: None.

SECTION B
U.S. ARMY MANAGEMENT ENGINEERING COLLEGE
Rock Island, IL 61299-7040
SPONSOR No. 2241

SCHOOL INFORMATION

ENROLLMENT SPECIAL INSTRUCTIONS: The primary mode of enrollment for the College's courses is via the Army Training Requirements and Resources System (ATRRS). Training Officers have access to this system via either hard-wire or dial-up computer links. The ATRRS contains full information on the schedule for the College's classes, the allocation of quotas in these classes, and a registration system to enroll students in each class (including a waiting list for unused quotas in the class). Provisions exist to manually accomplish registration procedures for those College customers who do not have access to the ATRRS.

Qualified foreign students are accepted as participants in most courses. To attend, foreign students must achieve a score of 70 percent on the English Competency Level Test.

Additional information on courses may be obtained from Director, U.S. Army Management Engineering College, ATTN: AMXOM-PMR, Rock Island, IL 61299-7040, or by telephone at (309) 782-4041 or AUTOVON 793-4041.

Information concerning fund citations for AMC students may be obtained from Director, U.S. Army Management Engineering College, ATTN: AMXOM-PMB, Rock Island, IL 61299-7040, or by telephone at (309) 782-4041 or AUTOVON 793-4041.

GEOGRAPHICAL LOCATION AND CLIMATE: The Army Management Engineering College is located in Wallace Hall, Building 90, and West Hall, Building 56, on the Rock Island Arsenal (RIA), a 946 acre island in the Mississippi River between the cities of Rock Island and Moline in Illinois and Davenport and Bettendorf in Iowa. Access to the island is by bridge from these cities (10 minutes travel time). The area has a pleasant climate with an average daily maximum summer temperature of 85 degrees and a daily winter average of 20 degrees. There are about 28 days a year when the temperature is 90 degrees or higher and approximately 25 days a year of below zero weather.

QUARTERS AND MESSING FACILITIES: There are no Government quarters or messing facilities available on the installation. Hotels and motels are available for students in the Quad Cities area and students are responsible to arrange for housing prior to the start date of the class.

To assist the student in arranging for local hotel/motel reservations, the college publishes a Student Guide in which there is included a listing of hotels and motels, their telephone numbers, and the services provided by each. A copy of this Student Guide is furnished to nominees.

A cafeteria, which serves breakfast and lunch, is located in West Hall, Building 56. The main Arsenal cafeteria is located within walking distance and opens in time to accommodate breakfast patrons. The facilities of the RIA Officers' Open Mess are available to Federal Government employees in a TDY status. Active or associate members of any military club of the Armed Forces are entitled to Reciprocal Membership. Their home station club card or a copy of their orders will admit them to Arsenal Club facilities.

PER DIEM: Per diem rates for both military and civilian personnel on TDY at the college for course attendance are governed by joint travel regulation (JTR).

ADDITIONAL FUNDING INFORMATION: A charge for a non-DoD student attending the college will be assessed on a cost reimbursable basis in accordance with current DoD and service directives. Exact charge for a specific course can be ascertained by telephoning the Registrar at (309) 782-4041 or AUTOVON 793-4041.

WELFARE AND RECREATIONAL FACILITIES: There is a Health Clinic available on the Arsenal during working hours for emergency outpatient treatment. There are numerous immediate care centers located in the area.

The Quad Cities area offers numerous recreational facilities, most of which are readily accessible by public transportation. These facilities include movie theaters, bowling alleys, golf courses, tennis courts, and swimming pools. Information is available at the Chamber of Commerce as to places of interest to visit in the area.

CLASS AND STUDY HOURS: Classes are conducted from 0800 to 1600. Twenty-minute coffee breaks are scheduled each morning and afternoon. The school operates on Central Standard Time from the last Sunday in October until the first Sunday in April when Central Daylight Time becores effective.

LIBRARY FACILITIES: The college library provides reference material for use by the enrollees while attending courses. There are 8800 volumes available covering many phases of management and management engineering. Enrollees are encouraged to make maximum use of these library facilities during their assignment at the college. In addition, current newspapers and magazines are available.

REGISTERING AND RELEASE TIMES AND PROCEDURES: All personnel attending classes at the college are required to report to the classroom at 0800 on the starting date of class.

Graduation exercises are held on Fridays and graduating classes released for departure by 1130 to enable enrollees to arrive at the Moline Airport by 1230 for early afternoon departures. Exceptions will be for classes of 16 and 24 hours duration. These classes will graduate at 1600. Enrollees are not permitted early departure. Return reservations must be made accordingly.

PUBLIC TRANSPORTATION: Midway Braniff Commuter, TWA, United, United Express, American Eagle, America West, and Northwest all service the Quad Cities Metropolitan Airport located in Moline, Illinois.

Numerous Illinois and Iowa state highways lead into the area. Interstate Route 80 serves as the primary connection into the Quad Cities for students traveling through either Chicago or Des Moines. North south access to the area is provided by U.S. Highway 61 and 67, with Interstate Route 74 connecting the Quad Cities with Indianapolis.

Some hotels and motels provide bus transportation to and from the college. There is also commercial city bus and taxicab transportation available.

ATTIRE/DRESS CODE: Unless otherwise notified, military personnel will wear their uniform to class. However, the Army fatigue (or equivalent for other Services) is not authorized for any class activity. Civilian students may wear normal business attire to class.

Foreign officers will wear the uniform nearest equivalent to that prescribed for the corresponding U.S. Armed Services in accordance with their own national Service regulations.

MISCELLANEOUS INFORMATION: Limited parking facilities are available at the College, and students are encouraged to use the courtesy transportation provided daily by the hotels/motels. Temporary automobile decals are issued by the Program Management Office (Mail and Records) at the college. The decals should be picked up the first day of class and returned on the final day of class.

The College has no facilities available for outgoing personal mail. Enrollees should use regular postal facilities or mail from their hotel/motel.

U.S. ARMY MANAGEMENT ENGINEERING COLLEGE

CORRESPONDENCE COURSE PROGRAM

There is no charge for an employee who is enrolled in a correspondence course.

Nominees must complete the course within 12 months from the date of issuance of course materials.

Information on course enrollment and administrative procedures may be obtained by contacting Director, U.S. Army Management Engineering College, ATTN: AMXOM-SE, Rock Island, IL 61299-7040.

MANAGEMENT STATISTICS (JT) 7E-F15

This course is offered by correspondence to civilian and military employees in DoD. (See regular course description for information on course content.)

Successful completion of this course by correspondence may be applied as partial satisfaction of the requirement for the 3 semester hour course Introduction to Statistical Methods (7P:143) at the University of Iowa. Upon successful completion of the correspondence course, the enrollee may obtain information regarding additional coverage required to receive credit by contacting:

Bureau of Correspondence Study
Division of Extension
University of Iowa
Iowa City, IA 52240

U.S. ARMY MANAGEMENT ENGINEERING COLLEGE

AUDIO-VISUAL COURSE PROGRAM

The U.S. Army Management Engineering College has developed and fielded a number of self-paced videotaped versions of its regular courses. These courses are designed to meet urgent training requirements that cannot be satisfied utilizing classroom instruction. Courses are stand alone, utilize a variety of student instructional material in addition to videotapes, and provide training equivalent to traditional classroom instructions. There is no charge for an employee who is enrolled in an audio-visual course. They are available to both civilian and military personnel employed by DoD. Nominees must normally complete the course within 60 days from date of issuance of course materials.

Information on course enrollment and administrative procedures for audio-visual courses may be obtained by contacting Director, U.S. Army Management Engineering College, Rock Island, IL 61299-7040.

DYNAMICS OF EMPLOYEE BEHAVIOR (JT) 7A-F40
(See regular course description for information on course content.)

FINANCIAL PLANNING AND CONTROL TECHNIQUES (JT) 7A-F7
(See regular course description for information on course content.)

ECONOMIC ANALYSIS FUNDAMENTALS AMEC-153

(See regular course description for information on course content.)

U.S. ARMY MANAGEMENT ENGINEERING COLLEGE

COMPUTER-AIDED INSTRUCTION (CAI)

The U.S. Army Management Engineering College has developed and fielded a CAI course entitled Introduction to Data Processing. Registration is open to military and civilian employees of the DoD and non-DoD agencies. This course is contained on two "floppy diskettes." Information on course enrollment and administrative procedures for the CAI course may be obtained by contacting Director, U.S. Army Management Engineering College, ATTN: AMXOM-PMR, Rock Island, IL 61299-7040.

ACCREDITED OFF CAMPUS INSTRUCTION (AOCI) PROGRAM

The AOCI program is a training vehicle to satisfy onsite training requirements for a course, which cannot be satisfied with college training resources, by using in-house resources. The College accredits qualified DoD personnel to conduct Instructor Institutes for each of its courses available in the AOCI mode. (The exception is Method Time Measurement (MTM) courses where instructors are accredited by the MTM Association.) The AOCI courses utilize college materials, methods, and policies. Thus, they are equally qualified for career progression.

The available courses in this AOCI program are:

The Army Internal Control Program
Defense Work Measurement Standard Time Data
Defense Work Methods and Standards

Elemental Standard Data
Engineered Performance Standards (EPS) for Facilities Engineering Estimators
Methods Time Measurement 1A (MTM-1A)
Methods Time Measurement 2A (MTM-2A)
Methods Time Measurement 2B (MTM-2B)
Performance Management
Principles and Applications of Value Engineering
Statistical Quality Control

When an AOCI course is to be scheduled, the following information will be furnished the Director, Army Management Engineering College, ATTN: AMXOM-PMR, Rock Island, IL 61299-7040:

Location of Class (mailing address for material)
Dates of Course
Instructor(s) by Name
Number of Students
Name, Mailing Address, and Telephone Number of Course Training Coordinator

For additional information for any of the AOCI courses, write to the above address or call (309) 782-4041 or AUTOVON 793-4041, Extension 253.

U.S. ARMY MANAGEMENT ENGINEERING COLLEGE ONSITE INSTRUCTION

The Army Management Engineering College conducts courses onsite at nigh density locations (24 or more at a single location). Courses taught onsite are normally identical in content to resident courses. The College funds for the travel and per diem of its faculty and all course materials for onsite courses only if programmed in advance. All other costs are borne by the host installation.

Requests for onsite courses subsequent to the DMET survey shall be forwarded to Director, U.S. Army Management Engineering College, ATTN: AMXOM-PMR, Rock Island, IL 61299-7040. These requests should be forwarded at least 90 days prior to the desired starting date of the course. The funding of unprogrammed requirements for onsite training is normally done by the host installation and other agencies registering students in the course.

SECTION B

U.S. ARMY MANAGEMENT ENGINEERING COLLEGE

COURSE DESCRIPTIONS

Course Title: ACQUISITION OF ARMY MISSION CRITICAL COMPUTER RESOURCES
AMEC-133
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course provides understanding and awareness of the requirements and responsibilities for the development, acquisition, and support of mission critical computer resources (MCCR) with emphasis on the computer software.

SCOPE: This course is concerned with the policies, procedures, and regulations related to the planning, development, acquisition, management, and support of computer software and associated resources for mission critical systems. Emphasis is placed upon acquisition strategy, planning, and policy throughout the weapon systems life cycle; contractual and documentation requirements and costs estimates of the computer resources. Specific instructional elements addressed in this course include relationship between the software development cycle and weapon system life cycle; overview of applicable standards and associated data items; life cycle management planning through use of the Computer Resources Management Plan (CRMP); Computer Resources Working Group (CRWG); Software Configuration Management; Contract Management and monitoring; Software Development Plan (SDP); Software Quality Evaluation; Verification and Validation; Test Planning and Design; System Integration; Production and Deployment Planning. Activities of software design and software testing are described that lead to reduction of risks during system production and deployment.

PREREQUISITES: This course is designed for personnel who have an actual or anticipated assignment involving the acquisition of MCCR, either in a direct or supporting role. This course is intended for civilians, GS-9 through GS-13, and officers, 0-1 through 0-5. Enrollees should have general knowledge of the system acquisition process throughout the weapon system life cycle to enable full comprehension of the computer resources acquisition process.

SECURITY CLEARANCE: None.

Course Title: ADA PROGRAMMING
AMEC-140
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide experienced computer personnel with the concepts and knowledge necessary to program quality solutions in the Ada programming language.

SCOPE: This course is a comprehensive presentation of the main features of the Ada language. Topics include subprograms, packages, types, attributes, objects, operators, expressions, statements, generic program units, elaboration, exception handling, input/output, overloading, scope, and visibility. Throughout the course, great emphasis will be placed on proper Ada design concepts such as object-oriented design and structured modular programming. Concepts and techniques will be presented in a lecture conference setting. Some class time will be spent in practical application of course material by modifying and writing Ada systems and executing them on a computer.

PREREQUISITES: This course is for experienced computer programmers, computer systems analysts, and computer specialists or scientists and engineers who will be working in an Ada programming environment. Student candidates should have at least 1 year of experience in the use of a computer programming language. Training or experience with a structured language such as Pascal is recommended but not required.

SECURITY CLEARANCE: None.

ADA AND SOFTWARE ENGINEERING OVERVIEW
AMEC-185
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 1/2 Days

PURPOSE: This course will provide the student with the characteristics of the Ada language, its purpose and its value and merits as compared to other languages. The course will address the issues of design methodologies, requirements for using the Ada language, the Ada language features, the Ada language support environment, and current issues in Ada.

SCOPE: The course is a brief examination of the Ada programming language, software engineering, and the software support environment. The course will include an introduction to Object-Oriented Design (OOD) as a design methodology common with Ada. A review of the Ada language and the power associated with features of the language such as information hiding and generics will be examined. Software engineering as it relates to and supports the Ada programming language will also be examined. The current Ada programming environment and future requirements to fully support Ada will be reviewed.

PREREQUISITES: This course is intended for project/program managers, software specialists, and engineers who will be making decisions regarding the applicability of Ada in their operational environment. It will be assumed that attendees understand the software development process, a computer programming language (PASCAL, FORTRAN, COBOL, etc.), and computer hardware principles.

SECURITY CLEARANCE: None.

ADA TASKING
AMEC-186
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course provides an experienced computer specialist with the features of Ada and design strategies to develop tasking programs in Ada.

SCOPE: This course provides a comprehensive presentation of task objects, task types, family of tasks, entry, family of entries, the rendezvous, selective wait, timed delay, selective wait with an else, and accept statements and calls. Productive design strategies for producer and consumer tasks with passive and active waits are discussed.

PREREQUISITES: This course is for the experienced computer specialists or engineers experienced in programming who intend to design and develop tasking Ada systems. Attendees must have successfully completed the courses, Ada Programming, AMEC-140, and Software Engineering in Ada, AMEC-139.

SECURITY CLEARANCE None.

Course Title: ADMINISTRATIVE SYSTEMS ANALYSIS AND DESIGN
7A-F18 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with the facility to apply the techniques employed in analyzing, evaluating, improving, and designing effective administrative systems required to support management policy and decisions and enhance organizational productivity and quality.

SCOPE: This course provides the student with the tools and techniques necessary to document, analyze, and develop improved administrative systems and procedures. Topics include the concept of the systems approach in system and procedure analysis; definition of the problem and factors impacting on potential solutions; cause-effect analysis; systems analysis; procedures analysis; forms, records, and reports analysis; office layout and space planning; and procedure writing. Although this course focuses on manual systems and procedures, the relationship between automation and manual systems is discussed. At the conclusion of the course, the students will receive a practice set of exercises that can be used to apply the methods and techniques to their jobs.

PREREQUISITES: This course is for military and civilian personnel who analyze, evaluate and develop improved administrative systems and procedures. It is essential in the development program of a management analyst. Applicants should be GS-5 or above or their military equivalents.

SECURITY CLEARANCE: None.

Course Title: ADVANCED "C" PROGRAMMING
AMEC-138
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide those programmers having a basic understanding of the "C" programming language with the more advanced topics of the language necessary to efficiently use the language in a production environment.

SCOPE: Topics covered will include multi-dimensional arrays, pointers, structures, disk file input/output, storage classes, and Macro substitution.

PREREQUISITES: Personnel whose current or pending assignments require writing applications in the "C" programming language are eligible for this course. This course is intended for experienced programmers who have successfully completed the "C" programming course.

NOTE: The host installation will be required to provide student access to a "C" compiler on a computer running under an implementation of the UNIX operating system. Provision should also be made for a minimum of one CRT terminal for every two students.

SECURITY CLEARANCE: None.

Course Title: ADVANCED COBOL FEATURES
AMEC-43
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide journeymen programmers and computer specialists the knowledge of special features and techniques that are available using the IBM COBOL language. Upon completion of this course, the student will be capable of evaluating the applicability of these techniques in assigned programming tasks and of their successful implementation therein to produce top quality programs.

SCOPE: The course will cover the following topics: the SORT verb and all its options, subroutine linkage, passing parameters on the EXEC statement, the COPY verb, variable length records, and the concepts and programming involved in indexed sequential file organization.

PREREQUISITES: This course is for computer programmers and computer specialists that need instruction on COBOL features beyond the introductory level. Enrollees must have attended the Structured COBOL Programming course (7E-F11) and have had a course in Job Control Language.

SECURITY CLEARANCE: None.

Course Title: ADVANCED CONFIGURATION MANAGEMENT
AMEC-95
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide advanced training in configuration management (CM) with emphasis on practical applications. The course will support a CM program for both hardware and software.

SCOPE: The primary concern of this course is to provide specific information so that the enrollee may, for each design, development, and/or production project, recognize and identify the realistic needs of procurement, maintenance, logistics support and post deployment support, which CM should satisfy. Additional topics covered include the appropriate CM policies and procedures, procedural and baseline documentation necessary to achieve the goal, the CM effort, personnel skill, administrative structure required by the contractor and by the Government to achieve the goal, and the statement of work and data items required in the contract to support the effort. The course content includes the examination of existing regulations, specifications, standards, and procedures, CM office structure, and job descriptions.

PREREQUISITES: This course is for Configuration Managers, Configuration Management Officers, and personnel presently performing or scheduled to be assigned to perform CM functions. Enrollees must possess a basic knowledge of CM and be familiar with AR 70-37, MIL-S-83490, MIL-STD-490A, DoD-D-1000B, DoD-STD-100C, DoD-STD-480A, MIL-STD-481A, MIL-STD-482A, and MIL-STD-483A to enable full comprehension at the advanced level of this course. Satisfactory completion of the 1-week Configuration Management course, AMEC-12, or 2 years of experience in CM is required for entrance to the course.

SECURITY CLEARANCE: None.

Course Title: ADVANCED MANAGEMENT COURSE
7A-F43 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is a competency-based approach to performing effectively as an upper-level manager and leader. This course focuses on strategic management - especially as it applies to

analyzing organizations and implementing the appropriate concepts of Total Quality Management (TQM). Emphasis is given to material which managers can employ in making decisions, analyzing problems, and identifying performance opportunities from a total organization, systems perspective. Short-term organizational performance is discussed within the context of strategies for identifying and achieving important long-range goals and objectives. Enrollees will be able to assess, integrate, and apply practical models for enhancing performance throughout multiple levels of an organization.

SCOPE: This course uses a strategic management approach. It will assist the senior manager looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment, the organization, the management process, the need for employee development at all levels, and the need for continuing self-development. Topics will include, but not be limited to: the distinctive role of being a leader at the top, developing organizational vision, techniques for high-performance management, managing for long-term productivity and quality improvement, managing innovation and change, exposure to new technologies, strategic management and resource allocation, developing and building excellence into one's management team, and developing a total TQM culture.

PREREQUISITES: This course is for experienced intermediate level managers and new and/or experienced executive level managers. This would normally include positions such as directorate chiefs at depots/arsenals/installations; directorate chiefs and deputies at major subordinate commands; division and office chiefs at command, departmental, and agency level organizations. Enrollees should have graduated from the Management of Managers Course (7A-F38), or possess equivalent training or experience.

SECURITY CLEARANCE: None.

Course Title: ADVANCED TOPICS IN AUTOMATICALLY PROGRAMMED TOOLS (APT)
AMEC-44
Location: U.S Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will develop skills in using advanced techniques in writing computer programs for numerically controlled machine tools using the Automatically Programmed Tools (APT) language. Analysis, synthesis, and development of programming solutions for geometrically complex parts are emphasized.

SCOPE: The scope of this course includes writing programs for 4-axis and 5-axis numerically controlled machines using analytical techniques appropriate to the APT language. Exercises of increasing complexity are included to give the enrollee practical experience in using the advanced techniques presented in this course.

PREREQUISITES: This course is for personnel responsible for writing and testing complex and/or multiaxis programs using the APT language. Individuals allied with other areas of computer-aided design or manufacturing, or software maintenance, may find this course beneficial from an operational point of view. A minimum of 1 year of experience in writing computer part programs for numerical control machines using the APT or similar part programming language is required. Satisfactory performance in this course requires a working proficiency in algebra, plane geometry, and trigonometry to facilitate the enrollee's visualization of three-dimensional objects in space and to aid in the computation of points, lines, and other geometric surfaces on those objects. Review of fundamental algebraic techniques and comprehension of concepts expressed by mathematical symbols prior to attendance is highly recommended.

SECURITY CLEARANCE: None.

Course Title: ADVANCED TOPICS IN INDUSTRIAL PREPAREDNESS PLANNING AND MANAGEMENT
AMEC 208
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course builds on the Industrial Preparedness Planning and Management course and provides more advanced information on policies, procedures, and methods concerning U.S. and international industrial preparedness and mobilization planning and management.

SCOPE: Topics covered include definitions, history, and DoD structure and organization for Industrial Preparedness Planning; the macro-economic aspects of the defense industry; comparative defense systems; a detailed review of the U.S. defense system; technical aspects of industrial preparedness; the North American Defense Industrial Base Organization (NADIBO) and Canadian defense planning; and international planning.

PREREQUISITES: This course is designed for persons with a good basic grounding in industrial preparedness and mobilization planning and management who have a need due to mission or job

requirements for more detailed or specific information in the topics presented. Military E-8 through E-9, 0-3 through 0-5, and civilians GS-9 through GS-13 (or wage grade equivalent) are eligible to attend this course. All students must have completed the Industrial Preparedness Planning and Management course, 7D-F20. Priority will be given to persons in direct Industrial Preparedness and Mobilization billets.

SECURITY CLEARANCE: None.

APPLICATIONS OF MANPOWER STAFFING STANDARDS
AMEC-188
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 week

PURPOSE: This course will provide the enrollee with a comprehensive knowledge of prescribed responsibilities and procedures necessary for the application of U.S. Army Manpower Requirements and Documentation Agency (USAMARDA), approved Manpower Staffing Standards System (MS-3).

SCOPE: A course of instruction is presented that provides the enrollee with a detailed understanding of the responsibilities and procedures of applying MS-3 as prescribed by USAMARDA. Using individual and group practical exercises, enrollees are exposed to the application process. Upon successful completion of the course, manpower analysts should be able to apply approved manpower staffing standards and correctly identify and document potential manpower exceptions.

PREREQUISITES: This course is intended for employees GS-9 and above with assignments in either MS-3, Force Development or Organizational Efficiency Review Programs currently tasked to apply MS-3 standards at the installation and MACOM levels. Employees below GS-9 may attend only if directly involved in the application of MS-3. The individual must be directly involved in applying manpower staffing standards. Enrollees should bring handheld calculators to class.

SECURITY CLEARANCE: None.

Course Title: THE ARMY INTERNAL CONTROL PROGRAM
AMEC-141
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: The course is designed to provide a comprehensive understanding of AR 11-2, which is the Army's approach to implementing the Federal Managers' Financial Integrity Act of 1982. The objective is to train individuals about the purpose of the Internal Control Program in the Army and how to implement the policies of the Army through various processes. Knowledge is provided to conduct the processes which prevent or detect waste, fraud, and mismanagement of Government resources.

SCOPE: The course is broken down into nine modules: Overview, Management Control Plan and assessable units, Risk Assessment, Internal Control (IC) Review, IC Review Checklist Application, Material Weakness, Accounting Systems, Reporting, and Role of the IC Key Administrator. Each module is explained and defined for the students and the proper execution of that portion of the IC Program is illustrated. Students will work on existing forms and formats provided by the IC Administrator of the Army. The entire Army Program is reviewed so that a comprehensive working knowledge of what the Army IC Program is and who has the oversight for each of the nine major areas of the program.

PREREQUISITES: The course is designed for new IC Administrators, managers, or functional personnel who need to understand how the Army IC Program is managed, developed, executed, and reviewed. The course is directed at those Army personnel whose responsibilities require that they execute or have extensive involvement with the Army IC Program. Students should try to familiarize themselves with OMB Circular A-123, The Federal Managers' Financial Integrity Act, AR 11-2, and Army Pamphlet 11-6, before arrival at the class site.

SECURITY CLEARANCE: None.

Course Title: THE ARMY INTERNAL CONTROL PROGRAM INSTRUCTORS INSTITUTE
AMEC-141A
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course is designed to accredit senior journeymen analysts as instructors who then can conduct onsite IC Program courses. The accredited instructor can then present the same courses at Staff, Major Command (MACOM), or installation levels to satisfy organizational requirements that the College cannot satisfy.

SCOPE: The Army IC Program course is presented in its entirety. A thorough review of the Program of Instruction (POI) is conducted on the course with exercises and instructional aids given close attention as to application and delivery. The POI for the IC Program for Operating Managers and the IC Review are also systematically reviewed for targeted audiences, modification, purpose, scope, and learning objectives. All potential reference documents are identified and administrative details of classroom administration are explained. Enrollees who complete the course of instruction will be able to conduct our courses in the internal control area.

PREREQUISITES: Candidates should already possess instructional capability or demonstrate the ability to lead classroom training. Nominees should be subject area experts in IC. A background in management analysis, cost analysis, auditing, accounting, procurement, or inventory systems is preferred. Nominees must first be approved by the IC Administrator of the MACOM or Staff element through which they report before submission for acceptance. Nominees must be a GS-11 or above, or the military equivalent with at least 3 years' experience in systems work at the journeyman level.

This course is intended to be primarily conducted in residence. MACOMs or Army staff may request onsite presentation if consolidated requirements can be satisfied at one location. It is recommended that MACOMs try to train all of their trainers at one time to facilitate program fielding and execution.

SECURITY CLEARANCE: None

Course Title: AUTOMATIC DATA PROCESSING (ADP) FOR MANAGERS
7E-F30 (JT)
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide management personnel with an overview of computers and data processing to facilitate planning and utilization of computerized resources in the conduct of mission activities.

SCOPE: This course focuses on computer operations and applications, ADP management process, system development process, planning process, human-machine-management interface, and design and use of data bases.

PREREQUISITES: This course is for managers and supervisors, grades GS-9 through GS-13 or military equivalent, with little or no ADP background. No prior ADP knowledge is required.

SECURITY CLEARANCE: None.

Course Title: AUTOMATIC DATA PROCESSING INTERN PROGRAM
AMEC-22
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 14 Weeks

PURPOSE: This program will prepare Army Materiel Command (AMC) career interns for productive journeyman-level performance in the ADP Information Management (IM) career field at Headquarters, AMC, and AMC Major Subordinate Commands (MSCs), installations, and activities.

SCOPE: The intern program is a 2 or 3 year program, depending upon the final assignment location, with a minimum of 23 weeks of formal training provided during this period. Upon entering the program, the intern will immediately receive formal classroom training consisting of 14 weeks of specialized topics related to developing quality programming skills. There are two tracks available with the intern being assigned to one of the tracks. Intensive programming courses in either the COBOL (for COBOL track) or "C" languages (for office automation) will be presented during the initial training period.

PREREQUISITES: Interested persons should contact their local personnel office for application information. Those individuals

that are not Federal employees should contact the following field placement office:

AMC Northeast Region
Field Placement Office
Federal Office Building
600 Arch Street, Room 10412
Philadelphia, PA 19106

The prerequisites for this program are established by AMC. For further information request AMC Pamphlet 690-3-23 from either your personnel office or a field placement office.

SECURITY CLEARANCE: None.

Course Title: BASIC MANAGEMENT STATISTICS
AMEC-54
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide an introduction to the elementary concepts and techniques which apply to the collection, analysis, and presentation of statistical data. An understanding is promoted for the practical application of these concepts and techniques in the process of the management of Government operations.

SCOPE: Course topics address data collection, the computation of statistics to include measures of central tendency and dispersion, the formulation and interpretation of indices, and methods of data presentation.

PREREQUISITES: The course is for persons whose duties include the utilization of quantitative information and who may profit from a basic understanding of elementary statistical concepts and the application of statistical techniques in the management of Government operations. Basic mathematical ability, including a knowledge or high school level algebra, is required. Enrollees must bring a basic calculator with basic four functions together with the square root function. Persons having completed a statistics course which included hypothesis testing and/or more sophisticated techniques will be over qualified.

SECURITY CLEARANCE: None.

Course Title: BASIC MAINTAINABILITY DESIGN
5L-F6 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: Reliable, maintainable equipment has its genesis in the design process. Equipment and system designers are faced with the monumental task of "designing in" reliability and maintainability while at the same time considering all of the other requirements criteria. Reliability and maintainability (R&M) tasks must be performed in a timely manner, consistent with the system's design and acquisition effort, to contribute to a cost-effective program. This course is designed to provide the enrollee with a working knowledge of basic maintainability design techniques used in the development of military systems.

SCOPE: This is a core course in R&M design and manufacturing techniques. It stresses design for maintainability from an engineering perspective and minimizes the use of statistical approaches. Course material is presented from the viewpoint of designing to reduce program risk. Therefore, in addition to discussion of design for maintainability tasks from MIL-STD 470A, students will be taught related program risk reduction methods from DoD 4245.7-M and techniques for avoiding the usual traps through utilization of best practices as explained in NAVSOP-6071. Topics covered in this course are:

Overview of Maintainability Design Concepts
Maintainability Modeling, Allocation, and Prediction
Equipment Design Guidelines
Automated Diagnostics (BIT, BITE, ATE)
Design for Testability

PREREQUISITES: This course is designed for engineers and scientists involved with the design and development of military systems. Nominees should have an engineering or scientific background and positions which are related specifically to the design of military hardware systems. Enrollees are requested to bring a calculator to the class.

SECURITY CLEARANCE: None.

Course Title: BASIC RELIABILITY DESIGN
5L-F4 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: Reliable, maintainable equipment has its genesis in the design process. Designers are faced with the monumental task of "designing in" R&M while at the same time considering all other requirements criteria. In this course, the enrollee will be provided a working knowledge of a variety of basic reliability tools and techniques which can be used in the design process.

SCOPE: This is a core course in R&M design and manufacturing techniques. It stresses design for reliability from an engineering perspective and minimizes the use of statistical approaches. The course approaches designing for reliability from the viewpoint of reducing program risk. Therefore, in addition to discussion of design for reliability tasks from MIL-STD-785B, students will be taught program risk reduction methods from DoD 4245.7-M and ways to avoid the usual traps through the utilization of best practices as explained in NAVSOP-6071. Topics covered in this course are:

Overview of the Concept of Designing for Reliability
Reliability Modeling, Allocation, and Prediction
Failure Modes Analysis Techniques - Failure Modes, Effects and Criticality Analysis, (FMECA), Fault-Free Analysis and Cause-Consequence Diagrams
Reliability Design Techniques
Design Reviews

PREREQUISITES: This course is designed primarily for engineers and scientists associated with the design and development of military systems. Since it is a basic course, it is especially appropriate for engineers and scientists newly assigned to R&M, design, or development organizations. Nominees should have an engineering or scientific background and be in a position which is related to design and development or support of military hardware systems. Nominees should be familiar with the system acquisition process (DoDD 5000.1). Enrollees are encouraged to bring a calculator to the class.

SECURITY CLEARANCE: None.

Course Title: "C" PROGRAMMING
AMEC-136
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide the enrollee with the concepts and knowledge of the "C" programming language necessary for use in a production environment.

SCOPE: Topics include program structure, "C" words, operators and expressions, control statements, functions, the standard I/O library, storage classes, arrays, and an introduction to pointer variables.

PREREQUISITES: This course is intended for computer programmers, computer systems analysts, and computer specialists who will be required to write and maintain "C" programs or need a knowledge of the language in the performance of their present or future job. The course is intended for personnel either in the GS-334 job series, military equivalent, or for those with programming experience in some language other than "C." Host installations will be required to provide students access to a "C" compiler on a computer running under an implementation of the UNIX operating system. Provisions should also be made for a minimum of one CRT terminal for every two students.

SECURITY CLEARANCE: None.

Course Title: CICS/VS ADVANCED COMMAND LEVEL TOPICS
AMEC-161
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course gives COBOL programmers material beyond the scope of basic introductory command level courses, primarily to emphasize more efficient utilization of computer resources in an on-line environment.

SCOPE: Material that is discussed and used in on-line programming includes techniques such as buffer processing using BL cells and Linkage Section, multiple-map screens, page building, loading and enquing tables, use of alternate indexes with a VSAM file, and alternatives to file handling such as temporary storage queues and system work areas. Students will code programs to develop these techniques in practical applications.

PREREQUISITES: This course is for programmers, analysts, and data base managers who will be involved in the design or coding of on-line applications using CICS/VS. This course is for COBOL programmers who have attended a basic CICS course such as the Command Level Programming Techniques or have comparable experience. Knowledge of BMS macros, File Control commands, Program Control and command usage is assumed. Installations hosting this course must have CICS/VS installed and operational, and be able to provide access to on-line terminals (one for every two students).

SECURITY CLEARANCE: None.

Course Title: CICS/VS COMMAND LEVEL PROGRAMMING TECHNIQUES
AMEC-123
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 7 1/2 Days

PURPOSE: This course will provide an introduction to and practical application of the command level feature of CICS/VS. Graduates will be able to code quality programs that communicate with on-line users at remote terminals, using efficient pseudo-conversational techniques.

SCOPE: Concepts and techniques that are discussed and used include retrieving from and writing to terminals, creating screens using basic mapping support, using temporary storage and common area facilities to share data among applications, transferring control among program modules, handling error conditions, accessing standard files, and techniques for coding more complex data base applications. Emphasis is given to program design for efficiency and maintainability. Basic problems are coded by the students and processed on an IBM computer, providing practical experience.

PREREQUISITES: This course is for programmers, analysts, and data base managers who will be involved in the design or coding of on-line applications using CICS/VS. Enrollees must be experienced COBOL programmers. Installations hosting this course must have CICS/VS installed and operational, and be able to provide access to on-line terminals (one for every two students).

SECURITY CLEARANCE: None.

Course Title: COMPUTER INTERACTIVE GRAPHICS (CADCAM) SYSTEMS APPLICATIONS ORIENTATION
AMEC-117
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide a description of the principles, applications, operations, and capabilities of Computer Interactive Graphics CADCAM Systems for productivity enhancement.

SCOPE: This course will provide comprehension of the technical performance capabilities of Computer Interactive Graphics CADCAM Systems, common variations between turnkey systems, and their impact on the user. The basic graphics techniques, input methods, displays, and software capabilities will be discussed and demonstrated. Brief descriptions of the acquisition, implementation, and effectiveness of these systems will illustrate some common pitfalls to avoid. Willoughby Templates will be addressed. "Hands-on" exercises will be included.

PREREQUISITES: This course is for manufacturing managers, functional specialists supporting these activities, contract administrators, and procurement personnel who will be involved in CADCAM acquisition. It is suggested that the enrollee attending this course have previously attended the Defense Computer-Aided Design and Manufacturing Orientation (DCADMO) course (7A-F55) or have equivalent knowledge. Onsite locations must have access to operational CADCAM computer graphics systems for demonstration.

SECURITY CLEARANCE: None.

Course Title: COMPUTER INTERACTIVE GRAPHICS (CADCAM) SYSTEMS APPLICATIONS WORKSHOP
AMEC-97
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide indepth knowledge of the principles, applications, operation, capabilities, and acquisition of Computer Interactive Graphics CADCAM Systems for productivity enhancement.

SCOPE: This course will provide indepth comprehension of the technical performance capabilities of Computer Interactive Graphics CADCAM Systems, common variations between turnkey systems, and their impact on the user. The basic graphics techniques, input methods, displays, and software capabilities will be discussed and demonstrated. Discussions of the acquisition, implementation, and effectiveness of these systems will emphasize some common pitfalls to avoid. Willoughby Templates, hidden costs, and contractual agreements to be considered will also be discussed. Group exercises using several Microcomputer CAD or CADCAM systems will provide the enrollee with a better understanding of CADCAM applications.

PREREQUISITES: This course is for manufacturing engineers, design engineers, functional specialists supporting these activities, CADCAM coordinators, procurement personnel, and automatic data equipment personnel providing acquisition support. It is suggested that enrollees attending this course have previously attended the Defense Computer-Aided Design and Manufacturing Orientation (DCADMO) course (7A-F55) or have equivalent knowledge. Onsite locations must have access to operational CADCAM computer graphics systems for demonstration.

SECURITY CLEARANCE: None.

Course Title: COMPUTERS FOR ADMINISTRATIVE PERSONNEL
AMEC-108
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will acquaint enrollees with the basic fundamentals of computer data processing and provide limited "hands-on" experience with terminals/micro-computers.

SCOPE: This course covers fundamentals in modern computer concepts to include primary functions and components of computers, computer languages, information system development, and computer center functions.

PREREQUISITES: This course is for administrative personnel with the grade of GS-04 to GS-09 or military equivalent, who require an introduction to computers to facilitate their work assignments. No prior knowledge of data processing is required. Requestor's site must have terminals/micro-computers available.

SECURITY CLEARANCE: None.

Course Title: CONFIGURATION MANAGEMENT
AMEC-12
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course provides a detailed explanation and description of Configuration Management (CM) requirements and techniques. The course emphasizes the relationship among the basic CM elements related to systems and items.

SCOPE: This course presents the requirements for and the techniques used to design, develop, implement, and operate a CM Program. Course content encompasses the application of AMC, DA, and DoD policies and procedures regarding CM. The course explains and relates the basic four elements of CM (identification, status accounting, control, and audits) to the system life cycle model. The course presents an overview of management structures responsible for the implementation of CM. The course gives an introduction to the basic questions of who, what, when, where, why, and how for CM. The course provides an introduction to CM of software and future trends for CM.

PREREQUISITES: This course is for personnel presently involved or scheduled to be involved in one or more of the following areas: research and development, engineering, technical data, CM, production, procurement, product assurance, logistics support, and systems/project management. This course is intended for civilians, GS-9 and above, and officers, O-1 and above. Enrollees should have at least 1 year of Government service and a knowledge of the system acquisition cycle of a system to obtain the most benefit from the course.

SECURITY CLEARANCE: None.

Course Title: CONFIGURATION MANAGEMENT EXECUTIVE SEMINAR
AMEC-192
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 4 Hours

PURPOSE: This course provides a management overview of CM requirements and techniques. The course emphasizes the relationship among the basic CM elements related to systems and items.

SCOPE: This course surveys the requirements for and the techniques used to design, develop, implement, and operate a CM program. Course content encompasses the introduction of AMC, DA and DoD policies and procedures regarding CM. The course identifies and relates the basic four elements of CM (identification, status accounting, control, and audits) to the system life cycle model. The course presents an overview of management structures responsible for the implementation of CM. The course gives an introduction to the basic questions of who, what, when, where, why, and how for CM from a management perspective. The course includes CM of software and future trends for CM.

PREREQUISITES: This course is for management personnel presently involved or scheduled to be involved in one or more of the following areas: research and development, engineering, technical data, CM production, procurement, product assurance, logistic support, and system/project management. This course is intended for civilians, GS-13 and above, and officers, 0-4 and above. Enrollees should have at least 5 years of Government service and a knowledge of the acquisition life cycle of a system to obtain the most benefit from the course.

Note to Training Coordinators: This course can be tailored to your operational needs and availability of managers/supervisors/ other senior-level students. We consider that the 4 hours shown for course length is a minimum essential time required to reasonably present the topics in a meaningful manner, but we are willing to try to meet your needs. Please contact the course point of contact listed below.

SECURITY CLEARANCE: None.

Course Title: CONTRACT COST PERFORMANCE ANALYSIS
7A-F57 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills necessary to effectively obtain, analyze, and use contractor/government cost performance data in the management of the materiel acquisition process for weapon/equipment systems.

SCOPE: This course explains the need for cost, schedule, and technical performance measurement and their integration; examples

of problems which exist due to the lack of adequate performance measurement are discussed. In addition, the means for selecting and obtaining performance measurement data are explained. The primary emphasis of the course is on "use of data," that data provided by either a contractor or Government organization whose management system has been accepted under the provisions of the Cost/Schedule Control Systems Criteria (C/SCSC) outlined in DODI 7000.2, Performance Measurement for Selected Acquisition. Techniques for analyzing data to determine current status, trends in performance, and estimating the status at completion of a contract/project are presented, including the capability of current automated systems to assist in this analysis. The application and use of the Cost/Schedule Status Report (C/SSR) are also discussed. Case studies and guest speakers are utilized to relate course material to real-life situations. Major emphasis is directed toward the concept demonstration/validation, full-scale development, and production phases of the system acquisition life cycle process -- those most likely to be project/product managed.

PREREQUISITES: This course is designed for managers and analysts in program/product management offices and others whose responsibilities include program control and cost/schedule performance measurement. This course is intended for civilians, GS-7 and above, officers, O-1 through O-6, W-1 through W-4, and NCOs, E-6 through E-9. At least 1 year of Federal service and knowledge of work breakdown structure, networking techniques, and the system acquisition life cycle are recommended as background for this course. Enrollees are encouraged to bring handheld calculators to the class.

SECURITY CLEARANCE: None.

Course Title: DATA BASE MANAGEMENT WORKSHOP
7E-F25 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide an analysis of the characteristics, purpose, and usage of data base management. The "user view" approach to data modeling and data base design techniques will be presented.

SCOPE: This course is an examination of the field of data base management, concentrating on the characteristics which distinguish data base management from file management and traditional computer access methods. Methods for data modeling and fitting the data model to the various data organizations (hierarchical, network,

relational, and inverted list) are discussed and reinforced through a variety of practical exercises. Emphasis is placed on the importance of the functional user's participation in the design process. Various techniques for organizing, accessing, and controlling data will be explored in sufficient detail to permit participants to evaluate alternatives. Several commercial data base packages are compared by price, memory requirements, structure, and ease of use.

PREREQUISITES: This course is for personnel who will be actively involved in contributing to data base design decisions and/or data base system management. They need not be computer data processing personnel. Enrollees should be familiar with standard data processing concepts such as file and system design, the function of computer programs, and end-user requirements.

SECURITY CLEARANCE: None.

Course Title: DATA COMMUNICATIONS FOR INFORMATION MANAGEMENT
AMEC-180
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide students with an introduction to the basics of data communications. The students will be acquainted with the variety of components and concepts, with emphasis on the interrelationships and interfacing of these components in a complete data communications system. Students will also gain an understanding of the functions and operations of networks along with considerations of key protocols, standards, and security.

SCOPE: This course will emphasize the fundamentals of data communications including hardware and software. Topics will include networking, protocols, local area networks, integrating dissimilar hardware, teleprocessing monitors, security considerations, and data communications within DoD.

PREREQUISITES: This course is intended for personnel involved in data processing or data communications who need a basic understanding of data communications concepts. Candidates should be computer programmers, computer systems analysts, computer specialists, communications specialists, or information managers, GS-5 and above, or military equivalent.

SECURITY CLEARANCE: None.

Course Title: DEFENSE COMPUTER-AIDED DESIGN AND MANUFACTURING ORIENTATION
7A-F55 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide a description and explanation of Computer-Aided Design (CAD), Computer-Aided Manufacturing (CAM), and related technology.

SCOPE: This course addresses the fundamentals of CADCAM systems, hardware and software, as well as planning for the implementation and integration of high technology systems consistent with DoD Directive 4245.7, Transition from Development to Production, 19 January 1984. This course provides an overview of the technologies involved in developing Computer-Integrated Manufacturing (CIM).

PREREQUISITES: This course is for middle management and other personnel whose work is directly involved with the planning, operation, or support of flexible automation, including NC machines, FMS, robotics, or CADCAM Systems, or with the design of products manufactured on such systems. Functional activities may include production, tool design and tool production, quality control and inspection, model or prototype production, production control, production engineering, machine maintenance, drafting, design engineering, and value engineering. Enrollees should have a basic understanding of manufacturing processes.

SECURITY CLEARANCE: None.

Course Title: DEFENSE COMPUTER-AIDED MANUFACTURING (CAM) TECHNOLOGY
7A-F56 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide knowledge of CAM and related systems, their application to manufacturing, and their impact on design, quality, productivity enhancement, and manufacturing organizations.

SCOPE: This course addresses CAM hardware, software, and appropriate planning for the integration of various CAM subsystems. Topics covered include: numerical control (including

CNC & DNC), interactive graphics, group technology, manufacturing resource planning, flexible manufacturing systems, robotics, lasers, adaptive control, machine vision, CIM, and long-term strategic planning implementation.

PREREQUISITES: This course is for those involved in, or responsible for, monitoring product development, production, or related activities. These could include numerical control or CADCAM coordinators, design engineers, production and process engineers, product assurance personnel, research and development personnel, tool designers, and others associated with manufacturing technology applications. Enrollees should have a technical background with knowledge of manufacturing and related disciplines.

SECURITY CLEARANCE: None.

Course Title: DEFENSE IN-HOUSE QUALITY ASSURANCE SYSTEMS
8A-F28 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: The course is designed to provide the student with an understanding of total quality control using the systems approach, with appropriate tools and techniques used in a manufacturing/maintenance environment.

SCOPE: Topics include definitions of total quality control; business quality management; the total quality system; management strategies for quality; and technology of quality.

PREREQUISITES: The course is intended for individuals who need an understanding of the principles of an effective total quality program in a manufacturing or maintenance work environment.

SECURITY CLEARANCE: None.

Course Title: DEFENSE IN-PLANT QUALITY ASSURANCE
8D-F34 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 7 1/2 Days

PURPOSE: It is DoD policy that contractors shall be held responsible for the quality of products and services by means of exercising the right to reject or return contractor-responsible defective items for repair or replacement. The DoD Contract Administration Services (CAS) quality assurance programs encompass the various functions, including inspection, performed to determine whether or not contractors have fulfilled their contractual obligations pertaining to quality. This course is intended to help enrollees from CAS organizations in all DoD components more effectively plan and implement Government quality assurance programs in contractors' plants.

SCOPE: This course covers the philosophy, policies, and activities of the CAS quality program resulting from DoD policy and objectives, Federal Acquisition Regulation (FAR) policies and procedures and DoD FAR Supplement (DFARS) policies and procedures. Topics include: Types of contract quality requirements; contract review; review and evaluation of the contractor's inspection system or quality program; planning and implementing the Government in-plant quality assurance program, procedures evaluation, product verification inspection and corrective action.

PREREQUISITES: Enrollees must occupy or be in training for positions in (a) CAS Organizations in DoD Components (e.g., DCAS, AFPRO, ARPRO, NAVPRO, SUPSHIPS) concerned with review and evaluation of contractors' inspection systems/quality programs and/or the planning and implementation of Government In-Plant quality assurance programs, or (b) purchasing offices and technical activities which have a need to understand the Defense In-Plant quality assurance program. Enrollees should have a knowledge of statistical quality control theory and techniques equal to that obtained from the Statistical Quality Control course (8D-F23).

SECURITY CLEARANCE: None.

Course Title: DEFENSE NUMERICAL CONTROL (APT) PART PROGRAMMING
7A-F46 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Weeks

PURPOSE: This course will develop the skills necessary to write computer part programs for 3 axis numerically controlled machines using the Automatically Programmed Tools (APT) language.

SCOPE: Course topics relate directly to the basic structure and uses of the APT computer language. They include programming methods, APT coordinate reference systems, statement form and formats for geometry definitions, cutter motion control, post processors commands, and several special capabilities such as pocket, loops, copy, matrices, and tabulated cylinder. Programming exercises of increasing complexity are included to give the enrollee practical experience in writing part programs and processing them on a computer. The exercises include two work-site shop projects in which the parts are machined on a Numerically Controlled (NC) machine under the command of a program prepared by the enrollee.

PREREQUISITES: This course is for enrollees who will be writing computer part programs for NC machines or scheduled to write such programs using the APT or similar language within 4 months of course completion. Other possible enrollees may include group leaders or persons who will be supervising or coordinating such operations in conjunction with CAM developments. Satisfactory performance in this course requires a working proficiency in shop algebra, plane geometry, and trigonometry. These are necessary to facilitate the enrollee's visualization of three-dimensional objects in space and to aid in the computation of points, lines, and surfaces on those objects. Enrollees are advised to review fundamental algebraic techniques prior to attendance. The enrollee should also have a working knowledge of shop terminology and practices and be proficient in reading shop drawings.

SECURITY CLEARANCE: None.

Course Title: DEFENSE PRIORITIES AND ALLOCATIONS SYSTEM
8D-F38 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This course will provide a detailed explanation and discussion of the Defense Priorities and Allocations System to ensure that this program is properly utilized by both Government contractors and Government contract/procurement personnel during the acquisition process.

SCOPE: This course concentrates on the Defense Priorities and Allocations System. Topics included are authority and delegation of authority, authorized programs, regulatory guidance, compliance and audits, special priorities assistance, delivery and production rescheduling, construction, international cases, and benefits and problem areas.

PREREQUISITES: This course is for personnel whose current or pending assignments require a knowledge of the Defense Priorities and Allocations System.

SECURITY CLEARANCE: None.

Course Title: DEFENSE WORK MEASUREMENT STANDARD TIME DATA
7A-F17 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the skills necessary to interpret and establish a time standard using the Defense Work Measurement Standard Time Data (DWMSTD) program. Emphasis is placed on the uniform application of the standard time data elements, including use of Computer-Aided Time Standards (CATS) utilized by the DoD.

SCOPE: Course content provides an indepth coverage of the DWMSTD program. Topics include the coding structures, source and location of various levels of data, element descriptions, time values, quality of data, and selection of universal and occupation-related data. Emphasis is placed on the enrollee's application of the data in developing labor performance standards. The course includes methodology for the selection of data from the applicable DWMSTD volumes and obtaining this same data from the CATS data base.

PREREQUISITES: This course is for methods and standards supervisors, analysts/technicians, and planner estimators actively engaged in applying labor performance standards and possessing basic knowledge in the methods and standards development area. Defense Work Methods and Standards, 7A-F19 or equivalent indepth methods and standards training, is required. Satisfactory performance in this course is enhanced by a review of basic work methods and standards techniques prior to attendance. It is suggested that enrollees bring handheld calculators, possessing the four basic arithmetic functions and a square root key to the class.

SECURITY CLEARANCE: None.

Course Title: DEFENSE WORK MEASUREMENT STANDARD TIME DATA INSTRUCTOR INSTITUTE
7A-F17A (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will determine whether the enrollee should be accredited to present the Defense Work Measurement Standard Time Data (DWMSTD), 7A-F17, course. The accreditation process is intended to provide a local instructor to accommodate a large number of students to be trained at a command or installation which cannot be satisfied directly by this College.

SCOPE: Subjects, instructional aids, exercises, and examinations associated with the basic course are discussed so that an understanding of all material is achieved. Course materials and the daily outline of instruction are carefully reviewed so that the enrollee has a full comprehension of when and how subjects should be presented and student progress paced. Teaching principles are discussed so that maximum training effectiveness may be attained. Each enrollee will be required to present assigned topics and complete a comprehensive examination. Each enrollee will then be evaluated to determine suitability for accreditation. Successful completion of all course requirements will result in a certificate as an instructor for the specified course.

PREREQUISITES: This course is for qualified individuals who have been nominated for accreditation by their respective services. Enrollees should have had experience in the application of techniques contained in the DWMSTD course and have completed the course within the past 2 years with a grade of B or better. Prior

to attendance, the enrollee must review the materials of the basic course so that a familiarity of subjects is attained. Enrollees must have instructor potential with conference leadership and public speaking ability. A handheld calculator would be useful for the course.

SECURITY CLEARANCE: None.

Course Title: DEFENSE WORK METHODS AND STANDARDS
7A-F19 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 5 Weeks

PURPOSE: This course will provide the skills necessary to analyze methods and procedures, establish non-engineered and engineered work standards, and design and use a work measurement structure that will support the information needs of the management processes of budgeting, manpower control, work planning and control, and productivity enhancement.

SCOPE: Enrollees are presented a definitive concept of the management process, providing an understanding of management activities. Within this framework, the methods and standards efforts can be analyzed and related to the total management effort.

Thorough grounding is provided in the techniques employed in methods and standards. Topics in the methods portion include cost analysis, human behavior, work sampling, value engineering, process and operations analysis, as well as multi-activity analysis and facility layout. The enrollee develops skills in analyzing, designing, developing, and presenting improved methods dealing with the flow of work. The work measurement portion concentrates on the development of work standards. Emphasis is given to engineered standards; e.g., direct time study, rated work sampling, predetermined time systems, and Defense Work Measurement Standard Time Data Program (DWMSTDP). Consideration is also given to the development of non-engineered standards using the technical estimating procedure, correlation and regression, operational audit, staff ratios, and group timing technique. These approaches are a means of dealing with measurement not suitable for other measurement techniques.

PREREQUISITES: This course is for personnel presently, or soon to be, assigned to methods and standards activities. It is not designed for supervisory personnel or staff who only require an appreciation of methods and standards. Experience has shown that

enrollees who achieve a score of less than 70 percent on the mathematics diagnostic test are likely to perform unsatisfactorily in this course. The subject matter in the course has proven to be extremely difficult for individuals lacking proficiency in basic mathematics and basic algebra. A four-function calculator with a square root function is recommended.

NOTE: At the option of a Service, courses conducted by Management Engineering College Accredited Service Instructors may be reduced to 160 hours (4 weeks) if training in Service applications is provided under another training arrangement. The college must be advised in advance of the exercise of such option each fiscal year.

SECURITY CLEARANCE: None.

Course Title: DEFENSE WORK METHODS AND STANDARDS INSTRUCTOR INSTITUTE
7A-F19A (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will determine whether or not the enrollee should be accredited as an instructor who can present the Defense Work Methods and Standards (DWMS), 7A-F19, course to others for the same credit as if taught by the college faculty. The accreditation process is intended to provide a local in-house instructor to accommodate a large number of students to be trained at a command or installation which cannot be satisfied directly by the College faculty.

SCOPE: Subjects, topics, instructional aids, exercises, case problems, and examinations associated with the basic course are discussed with instructor enrollees so that a thorough understanding of all technical material is achieved. Course materials and the daily outline of instruction are carefully reviewed so that the enrollee has a full comprehension of when and how subjects should be presented. Teaching principles are discussed so that maximum training effectiveness may be attained. During the Institute, each enrollee will be required to present assigned topics before the class and complete a comprehensive examination. Based on the results of these activities, each enrollee will be evaluated to determine suitability for accreditation. Successful completion of all course requirements will result in a certificate of accreditation as an instructor for the specified course.

PREREQUISITES: This course is for qualified individuals who have been nominated for accreditation by their respective services to teach DWMS. Enrollees should have instructor potential and the ability to speak before a classroom size group during the presentation of course material. Enrollees should have had the experience in the application of techniques contained in the DWMS course and have completed the course within the past 2 years with a grade of B or better. Prior to attendance at the Instructor Institute, the enrollee must thoroughly review the materials of the basic course so that a familiarity of subjects is attained. It is suggested that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: DEFENSE WORK METHODS AND STANDARDS ORIENTATION
7A-F47 (JT)
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This course will provide a description and explanation of the basic techniques of methods study and work measurement, the use of work measurement information by the supervisor, and its relationship to the management process for productivity enhancement.

SCOPE: This orientation includes an introduction to methods and standards, the role of work measurement in performance measurement, the need for quality work measurement standards, and the use of standards in manpower and budget development. The course includes brief explanations of the basic principles of methods improvement, human activities, layout studies, and operator/machine relationships. Emphasis is placed on a logical and systematic approach to methods study. The uses of work sampling, predetermined time systems, and direct time study to establish engineered time standards are presented. The development and use of statistical time standards, staffing patterns, and technical estimates are covered as techniques for non-engineered standards. The relationship of the methods and standards functions to other management functions is examined to provide the enrollees with a knowledge of the benefits available through a successful program.

PREREQUISITES: This course is for supervisors of mission (line) activities and staff personnel (manager and action officers). This course is not intended for methods and standards technicians or their supervisors.

SECURITY CLEARANCE: None.

Course Title: DEPOT PROCUREMENT QUALITY ASSURANCE
AMEC-195
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide enrollees with the knowledge that Quality Assurance, as part of the procurement process, is comprised of a series of systematic and interactive activities in the materiel acquisition cycle. The interrelationships of those activities/organizations involved in the Procurement Quality Assurance (PQA) process are described.

SCOPE: Course content provides an indepth coverage of PQA activities associated with Depot System Command (DESCOM). Coverage consists of the procurement process from inception of acquisition and review of the technical data package through completion of a contract, and the associated QA activities interactive throughout. It is intended to ensure that participants acquire an understanding of techniques for planning and administering such things as development of quality requirements, monitoring contractor performance, product verification, source evaluation and selection, postaward orientation, etc., which are compatible with acquisition cycle considerations and functions. Topics also include identification of organizations involved in the PQA process and potential problems, complexities and interfaces among technical, procurement, and contractor activities.

PREREQUISITES: Depot personnel whose current or pending assignment requires a knowledge of the procurement aspects of the DoD materiel acquisition process. Typically these individuals are from the Quality Assurance Specialist, Contract Specialist, Equipment Specialist, Supply Specialist, and Engineer career fields.

SECURITY CLEARANCE: None.

Course Title: DoD ACQUISITION QUALITY ASSURANCE FUNDAMENTALS
AMEC-210
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course provides entry-level personnel, involved in quality assurance duties with an understanding of the basic principles, policies, methods and practices used by Department of Defense acquisition quality assurance personnel.

SCOPE: This course addresses DoD quality principles and policies, Government employee ethics, contracting process, technical data packages, contract quality requirements, process analysis and controls, in-plant quality assurance programs, contract review, planning and evaluation procedures, product verification and maintainability, computer-aided design/computer aided manufacturing (CAD/CAM), and statistical process control.

PREREQUISITES: Pending or actual assignment to an entry-level position in the field of Quality Assurance, including: quality assurance specialists, quality assurance engineers, scientists and others performing acquisition quality assurance duties.

Course Title: DYNAMICS OF EMPLOYEE BEHAVIOR
7A-F40 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course will provide management officials with an integrated performance management system to apply in their organizations. The focus is upon identifying the key managerial competencies related to the human variable and illustrating how performance-enhancing strategies can be employed by management officials in their dealings with employees.

SCOPE: This course examines productive applications of human behavior concepts coupled with managerial awareness, strategies, and techniques within current organizational settings. It takes a situational approach to these issues and strongly focuses on factors of self-management as the first step toward effective management of others. Topics will include the role of the manager-catalyst (change agent), models for behavioral self-management, performance management through effective objectives setting, delegation, coaching, performance appraisal, organizational communication, and troubleshooting employee performance problems.

PREREQUISITES: This course is for managerial officials, supervisors, and key non-supervisory staff whose job demands the ability to successfully influence people around them.

SECURITY CLEARANCE: None.

Course Title: ECONOMIC ANALYSIS APPLICATIONS (EAA)
AMEC-149
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with the skills necessary to fully utilize the procedures and regulatory requirements for economic analysis within DoD.

SCOPE: The general principles of economic analysis, the economic analysis process, and cost comparison techniques are briefly reviewed. DoD regulatory guidelines are thoroughly examined and applied through programmed instructions and practical exercise.

PREREQUISITES: This course is intended for those persons who must develop and evaluate alternative methods of resource allocation and capital investment. Successful completion of the audio-visual course, Economic Analysis Fundamentals (EAF), AMEC-153, is a prerequisite for this course. EAF and EAA together are equivalent to the course, Economic Analysis for Decision Making (EADM), 7A-F10. It is suggested that enrollees bring handheld calculators to the class. For maximum benefit, enrollees should take this course within a month of completing the audio-visual course.

SECURITY CLEARANCE: None.

Course Title: ECONOMIC ANALYSIS FOR DECISION MAKING
7A-F10 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills necessary to perform an economic analysis to assist in resource allocation decisions.

SCOPE: The principles and techniques taught will assist in the selection, from among alternatives, of a course of action which is most cost-effective when considering proposed investments. Emphasis is placed on the adaptation of general business practices to interrelate with current DoD and Federal Government policies and guidelines. Through lectures and work sessions, attention is focused on the development and use of cost and output data specifically needed to evaluate alternatives. Topics include formulation of objectives, identification of underlying constraints and basic assumptions, development of alternative problem solutions, identification and quantification of benefits or outputs, cost comparison techniques, evaluation of risk/ uncertainty, and methods of ranking alternatives. Comprehension is developed through use of case studies, illustrating resolution of problems in areas of resource allocation and capital investment. Major emphasis is on the use of existing models and not on the mathematics of model building. This course does not consider the techniques used in the estimation of costs from data generated by the regular accounting function.

PREREQUISITES: The course is for personnel who must develop and evaluate alternative methods of capital investment and resource allocation to attain objectives of functional and staff organizations. Satisfactory performance in this course is highly unlikely without proficiency in fundamental algebraic techniques and comprehension of concepts expressed by mathematical symbols. Enrollees are advised to review these fundamentals prior to attendance. It is suggested that enrollees bring handheld calculators to the class. This course is available through a combination of Economic Analysis Fundamentals (AMEC-153) and Economic Analysis Applications (AMEC-149). Successful completion of these two courses is equivalent to the Economic Analysis for Decision Making course.

SECURITY CLEARANCE: None.

Course Title: ECONOMIC ANALYSIS FOR MANAGERS
7D-F19 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide an explanation and description of the concepts and the process of economic analysis, of the benefits to be derived from application to resource allocation decisions, and of specific analytical techniques. The enrollee will be sufficiently knowledgeable of economic analysis principles and techniques to ensure effective direction and guidance of personnel performing the actual analyses. The degree of expertise attained will not, however, enable performance of a totally adequate economic analysis.

SCOPE: The course will include conceptual basis of economic analysis as well as an explanation of the formalized process of performance. Specific techniques for the comparison of alternative programs and projects are evaluated for applicability and adequacy of information to assist decision making. Examination and discussion of current DoD regulatory guidance will focus upon unique aspects of resource allocation within the Federal Government. Review of actual and hypothetical analyses will permit application of information provided and identification of potential shortcomings.

PREREQUISITES: This course is for management and supervisory personnel who direct, review, and approve project/program justifications. It is suggested that enrollees bring handheld calculators to the class.

SECURITY CLEARANCE: None.

Course Title: ECONOMIC ANALYSIS FUNDAMENTALS
AMEC-153
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with knowledge and skills in the basic techniques of economic analysis.

SCOPE: The course will present the conceptual basis of economic analysis, the process by which an economic analysis is performed, and the techniques used in accomplishing an economic analysis. Topics included in the process are the development of objective

statements, recognition of assumptions and constraints, determination of alternative methods of objective satisfaction, examination of costs and benefits, comparison of alternatives, evaluation of risks and uncertainties, and preparation of recommendations. Cost comparison techniques are examined in detail as are benefit identification and quantification techniques. Development of the final economic analysis report is discussed.

PREREQUISITES: This course is for personnel who must develop and evaluate alternative methods of capital investment and resource allocation to attain objectives of functional and staff organizations. Satisfactory performance in this course is highly unlikely without proficiency in fundamental algebraic techniques and comprehension of concepts expressed by mathematical symbols. Enrollees are advised to review these fundamentals prior to participation in the course. It is suggested that enrollees bring handheld calculators for the practical exercises.

This course is presented only in audiovisual mode. Using a related text, the enrollee progresses through videotapes on a self-paced basis. Although time for practical exercises, programmed instructions, and case studies will vary with each enrollee, it is anticipated that the average enrollee will require approximately 40 hours to complete the course, including the final examination. Successful completion of this course will qualify the enrollee to attend Economic Analysis Applications (EAA), AMEC-149. The EAA course content includes the application of economic analysis concepts and techniques to resource allocation within DoD. EAF and EAA together are equivalent to the course, Economic Analysis for Decision Making (EADM), 7A-F10.

SECURITY CLEARANCE: None.

Course Title: ELEMENTAL STANDARD DATA (ESD)
AMEC-187
Location: AOCI by DESCOM, Chambersburg, PA
Length: 4 Weeks

PURPOSE: This course will provide the skills necessary to analyze motion patterns and work content for developing time standards or standard data using the ESD system. Emphasis is placed on the uniform application and audit trail of standard time data elements.

SCOPE: Course content provides an indepth coverage of the ESD system. Utilizing the General Purpose, OMNI, and specific levels of data, this course provides a building block approach for developing standard data and engineered performance standards.

Topics include coding structure, element description, time values, and data application. Emphasis is placed on the enrollee's knowledge and application of standard data for developing labor performance standards and higher level standard data.

PREREQUISITES: This course is for all supervisors, leaders, and analysts/technicians actively engaged in developing/applying or reviewing labor performance standards. It is suggested for reference purposes that enrollees bring an MTM-1 card and course book to the class. Successful completion of the Defense Work Methods and Standards, 7A-F19, or equivalent, and certification in MTM-1A or MTM-2B is required.

SECURITY CLEARANCE: None.

Course Title: EMERGING TRENDS IN MANAGEMENT TECHNOLOGY
7A-F39 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course is designed to describe and analyze some of the latest management concepts, programs, and techniques appropriate to DoD operations. Course material is targeted to mid and upper level managers in support of their role as organizational change agents. The content of this course will be periodically updated to stay abreast of emerging management trends.

SCOPE: This course describes and analyzes significant performance-impacting trends in management science, behavioral science, and systems sciences. Topics may include trends in the Federal environment, trends in managerial and quality assurance, the brain and the human system, developments in management information systems, strategic management, the evolution of organizational culture and values, white collar productivity, strategic planning and control techniques, new management improvement programs, enhancing creativity, and office automation. Some variation in the specific design of individual classes can be anticipated to match client needs and to adjust to new trends.

PREREQUISITES: This course is for practicing managers, executives, and staff advisors occupying positions typically rated at 0-4 or GS-14 level and above.

SECURITY CLEARANCE: None.

Course Title: ENGINEERED PERFORMANCE STANDARDS (EPS) APPRECIATION
AMEC-71
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course will provide the enrollee with a general orientation and understanding of the application of EPS, the uses of EPS in planning/estimating craft work, and the relationship of EPS to the Facilities Engineering (FE) organization.

SCOPE: A course of instruction is presented that provides the enrollee with an understanding of the application of standard data developed specifically for real property maintenance operations. The course covers the background of EPS, its role in maintenance management, characteristics of EPS, general data, the Planner and Estimator's Workbook, the Job Planning Worksheet, and the EPS nomograph. Emphasis will be placed on the reliability of EPS, ease of application, and practical uses in facilities work. For familiarization, the enrollee will be instructed in the use of one of the handbooks and will use it to estimate several jobs.

PREREQUISITES: This course is for personnel who are engaged in facilities engineering work and who require knowledge of EPS, but who will not directly apply EPS in their work assignments. Enrollees should be group leaders, shop foremen, section chiefs, branch chiefs, or division chiefs within the FE organization. It is recommended that enrollees bring handheld calculators to class.

SECURITY CLEARANCE: None.

Course Title: ENGINEERED PERFORMANCE STANDARDS FOR FACILITIES ENGINEERING ESTIMATORS
AMEC-11
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the enrollee with the skills required to use the EPS system for planning and estimating work performed by the FE organization.

SCOPE: A course of instruction is presented that provides the enrollee with a thorough grounding in the application of standard data developed specifically for real property maintenance

applications. Even-numbered Army Technical Bulletins 420-4 through 420-34 plus 420-33 are utilized in the course. Topics covered include the general data (job preparation, craft allowance, and travel times), craft data, job phasing, data presentation, the procedure for applying engineered standards using job planning worksheets and nomographs, Unit Price Standards, and the computerized version of EPS called Facilities Engineering Job Estimating System.

PREREQUISITES: This course is for personnel presently assigned, or who will be assigned, as estimators in the work management center of the FE organization directorate. Enrollees should have a definite need for knowledge of the EPS system in order to adequately perform their jobs. It is recommended that enrollees bring handheld calculators to class.

SECURITY CLEARANCE: None.

Course Title: ENGINEERED PERFORMANCE STANDARDS FOR FACILITIES ENGINEERING ESTIMATORS INSTRUCTOR INSTITUTE
AMEC-11A
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will evaluate the enrollee for possible accreditation as an instructor to present the Engineered Performance Standards for Facilities Engineering Estimators, AMEC-11, course to others for the same credit as when taught by the College faculty. The accreditation process is intended to provide a local in-house instructor to accommodate students to be trained at a command or installation which cannot be satisfied directly by the College faculty.

SCOPE: Subjects, topics, instructional aids, exercises, case problems, and examinations associated with the basic course are discussed with instructor candidates so that a thorough understanding of all technical material is achieved. Course materials and the daily outline of instruction are carefully reviewed so that the enrollee has a full comprehension of when and how subjects should be presented. Teaching principles are discussed so that maximum training effectiveness may be attained. During the Institute, each enrollee will be required to present assigned topics to the class and complete a comprehensive examination. Based on the results of these activities, each candidate will be evaluated to determine suitability for accreditation. Successful completion of all course requirements

will result in a certificate of accreditation as an instructor for the specified course.

PREREQUISITES: This course is for qualified individuals who have been nominated for accreditation by their respective service to teach EPS. Enrollees should have instructor potential and have the ability to speak before a classroom size group during the presentation of course material. Enrollee should have had experience in one or more crafts covered in the EPS course and have completed the course within the past 2 years with a grade of B (or S+) or better. Prior to attendance at the Instructor Institute, the enrollee must thoroughly review the materials of the basic course so that a familiarity of subjects is attained.

SECURITY CLEARANCE: None.

Course Title: EVALUATION OF DEFENSE CONTRACTOR WORK MEASUREMENT SYSTEMS
7A-F58 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills necessary to effectively use MIL-STD-1567A (Work Measurement) criteria in the assessment of contractor work measurement systems. This MIL-STD is designed to improve contractor work measurement programs and thereby reduce weapon system acquisition costs and enhance productivity.

SCOPE: The enrollee is provided a detailed review and explanation of all provisions contained in MIL-STD-1567A. Specific attention is given to developing an understanding of methods, work measurement, and cost techniques which may be used by contractors. The first week concentrates on a review of the MIL-STD specifications, the data base of the contractor, and work measurement. The second week concentrates on evaluating the system. A case study with actual data from a Government contract will be used.

PREREQUISITES: This course is for DoD procurement personnel, plant representatives, and other personnel involved with contracts where the provisions of MIL-STD-1567A (Work Measurement) are applicable. Enrollees would normally include industrial engineers, production officers, industrial specialists, and possibly auditors involved with MIL-STD-1567A. Enrollees selected

for attendance should have had training or work experience with methods improvement and work measurement techniques and systems. A calculator should be brought to class.

SECURITY CLEARANCE: None.

Course Title: EXECUTIVE ROUND TABLE
7A-F44 (JT)
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This workshop will enable executives to sharpen their management acumen by guided discussion and sharing current management issues, problems, solutions, and trends with their peers and other knowledgeable experts/authorities.

SCOPE: The workshop provides the participants with a structured environment for reflecting upon the major management problems and opportunities facing their functional area of responsibilities, and for sharing in the development of alternative strategies to deal with these problems and those of other participants. Administrative issues and trends bearing upon actual and potential problems or solutions will be examined and their managerial impact assessed.
A separate theme of current importance and interest to executive-level managers will be established for each round table. The Executive Round Table is especially appropriate for conduct at your location for the management personnel of an organization conducting long-range planning or determining how best to implement emergent programs such as Total Quality Management (TQM). Content and methodologies will be tailored to your organization's needs on request. Outstanding and experienced resource persons identified with the selected theme will augment senior agency staff members in moderating round table sessions. Emphasis will be upon problem diagnosis and suggestion of alternative feasible solutions. Extensive involvement will be required of each participant as both a practitioner and a clinician; each will be expected to present and candidly discuss selected relevant problems or concerns and contribute to the solution of others.

PREREQUISITES: Executives with delegated program, functional, and line responsibilities will be given first priority. Staff advisors will be admitted on a space available basis.

SECURITY CLEARANCE: None.

Course Title: EXPERT SYSTEMS OVERVIEW
AMEC-177
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide managers, programmers, systems analysts, and functional specialists with the concepts necessary to ascertain the potential for expert systems (ES) in the workplace.

SCOPE: Presented in this course is a general overview of expert systems — where they fit in the broad spectrum of artificial intelligence research, the theory and technologies behind ES, some notable success stories, and how to determine appropriate applications for ES. Some class time will be spent interacting with an actual ES application and in prototyping a simple ES using an expert system development tool.

PREREQUISITES: Managers who might need insight into field of ES in order to make intelligent decisions regarding the use of expert systems should attend. Potential users of ES applications will find this course useful for understanding the practical powers and limits of expert systems. Also, computer programmers and analysts may attend this as a first course toward developing knowledge of engineering skills. Enrollees should have the rank of captain (O-3) or civilian GS-9 and above.

SECURITY CLEARANCE: None.

Course Title: EXPERT SYSTEMS IN QUALITY AND RELIABILITY
AMEC-191
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course provides a survey of current uses of expert systems in the fields of quality and reliability. It is intended that students will be given software and actually use some of the expert systems in the classroom, and be able to apply at least one of the systems to their work.

SCOPE: This course focuses on the applications of expert systems to real word problems in quality and reliability. A wide variety of topics will be covered, such as: data analysis; production control; process control; inspection; automatic testing; fault tree analysis; maintenance. Also covered are RAMCAD; computer-aided logistics support (CALS); software quality; and

diagnostics. The common element will be the automation of these elements by expert systems. The student will actually use fielded systems in the classroom. An introduction to expert systems is also given so that no prerequisites are assumed.

PREREQUISITES: Anyone interested in quality and reliability should attend. No specific expert system knowledge will be assumed.

SECURITY CLEARANCE: None.

Course Title: FINANCIAL PLANNING AND CONTROL TECHNIQUES
7D-F7 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to improve financial management ability of operating for staff personnel who are responsible for analysis and decisionmaking regarding resource allocation and utilization. The course provides the enrollee with an awareness of Federal Government financial practices in order to improve the ability to manage resources more effectively.

SCOPE: Course topics relate the use of financial information to the processes of management for purposes of developing and executing operating plans. Various cost measurement techniques are discussed to assist the functional manager in estimating costs for developing budgets and operating plans. Several types of budgets are considered for both the operating manager and staff personnel. The appropriation structure and revolving funds are also examined in terms of the functional manager's growing involvement in planning and budgeting systems. Several alternative choice decision techniques such as make or buy and time value of money are discussed to assist the manager in execution of the budget. Performance measurement techniques are considered to facilitate the manager's evaluation of the execution of the budget and operating plans. This course provides the enrollee with a general understanding of the elements necessary to effectively analyze and manage financial resources.

PREREQUISITES: This course is designed for operating and staff personnel including interns who are or will be responsible for the effective use of financial resources and have a requirement to relate financial resource information to other resources, i.e., manpower, equipment, and material. This course is not designed

for experienced budget or financial personnel. This course is for operating and staff personnel as designated above. It is designed for those without an accounting, budget, or financial background. Enrollees should bring a calculator to class.

SECURITY CLEARANCE: None.

Course Title: HUMAN BEHAVIOR IN ORGANIZATIONS
7C-F7 (JT)
Location: U.S. Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the tools, applications, and knowledge necessary to analyze individual behavioral characteristics and relate these to organizations and management systems. The student will be prepared to determine an appropriate course of action when attempting to influence the attitude, perception, or behavior of the individual or group. The course's primary emphasis then becomes the improvement of individual and group performance to enhance organizational productivity.

SCOPE: The course involves those behavioral science subjects that relate to the field of management in the context of an understanding of the individual, the individual-organization interface, and the behavioral aspects of the organization itself. Topics include an overview of the field of behavioral science and an overview of the theory and research of organizational behavior. Individual concepts covered include perception, learning, creativity, motivation, attitudes, values and stress. Individual-organization topics include group dynamics, conflict, leadership, decision making and delegation. Organizational topics covered include decision making, communication/information processing, goal setting, control processes, and management by objectives (MBO).

PREREQUISITES: This course is for both line and staff personnel who are or will be engaged in productivity and quality projects and management improvement activities. It is essential in the development program of a management analyst and all managers. The candidate should have had job experience that will facilitate the comprehension and application of behavioral science techniques in the management environment. Preference for attendance will be given to personnel GS-11 (or their equivalent) and above.

SECURITY CLEARANCE: None.

Course Title: IBM ASSEMBLER LANGUAGE
AMEC-28
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide an introduction to the IBM 370 Assembler Programming Language. In addition to the language syntax, an explanation of the various details involved in writing a productive assembler language program will be covered. Emphasis is placed on the capabilities of the Assembler Language as a system-oriented language for software applications.

SCOPE: This course provides the basic information required to write efficient software programs using IBM 370 Assembler Language. The instruction formats of arithmetic, logic, data movement, and branch instructions are presented. Some macros including GET, PUT, OPEN, CLOSE, and DCB are discussed and used. Other topics include debugging, establishing addressability, linkage conventions, and register handling. Workshop problems are programmed by the enrollee and processed on an IBM computer.

PREREQUISITES: This course is for computer specialists, programmers, and analysts who have a basic knowledge of programming techniques and need to learn how to code and/or read IBM Assembler Language programs. Enrollees should be familiar with at least one problem-oriented language such as COBOL or FORTRAN.

NOTE: Onsite support for this course must include the IBM 370 Assembler Language and provide at least three "turn arounds" per day per student.

SECURITY CLEARANCE: None.

Course Title: IBM JOB CONTROL LANGUAGE FOR COBOL PROGRAMMING
AMEC-24
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course will provide an orientation to and practical application of IBM Job Control Language (JCL). This will include an explanation of the various details in writing the Job Control Language needed for the programmer to process a COBOL program on the IBM family of computer operating systems.

SCOPE: This course provides a basic knowledge for writing the JCL for COBOL processing. The three basic JCL statements are discussed, as well as the associated parameters for these statements. Emphasis is placed on the functions that the operating system performs and the procedures the programmer must perform to efficiently invoke these functions. Exercises are worked progressively so that enrollees can apply the newly acquired information. Basic problems are coded by the enrollee and processed on an IBM OS computer, permitting enrollee debugging of JCL errors.

PREREQUISITES: This course is for ADP personnel currently involved in applications development who have little or no prior instruction in the subject. Nominees should have basic knowledge of computer processing in general and of the COBOL language.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL PREPAREDNESS MANAGEMENT EXECUTIVE SEMINAR
7D-F21 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This seminar provides the latest information concerning industrial preparedness and mobilization planning and management on a national and international scale.

SCOPE: This seminar provides a short introductory overview and presents the most recent industrial preparedness and mobilization planning and management initiatives of various organizations such as DoD; DLA, the Departments of the Army, Navy, or Air Force; Headquarters Marine Corps; the Federal Emergency Management Agency; the Departments of Commerce, Labor, or Energy; NADIBO; the Government of Canada; and the U.S. Defense Industrial Base. In addition, current general topics will be presented such as current legislation, Defense Priorities and Allocations System (DPAS), Strategic Materials/Minerals/Title III Programs, Graduated Mobilization Response, international agreements, current trends in the U.S., and foreign industrial bases.

PREREQUISITES: This seminar is designed for persons in the midlevel management of organizations directly involved in industrial preparedness and mobilization management and planning. Military, E-8, O-4, and above, and civilians, GS-12 and above, are eligible to attend this course. The student's job must be directly related to Industrial Preparedness Planning.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL PREPAREDNESS PLANNING AND MANAGEMENT
7D-F20 (JT)
Location: Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the basic techniques necessary for industrial preparedness program planning including industrial preparedness processes and operations.

SCOPE: Topics covered include introduction and need for the Industrial Preparedness Program, industrial preparedness planning, defense priorities and allocations system, engineering for production, production base support program, management of the active production base, and industrial preparedness funding. Emphasis is placed on practical exercises and case studies to relate course material to real-life situations.

PREREQUISITES: This course is for personnel with minimal experience who are assigned industrial preparedness tasks in such areas as planning, procurement, production, contract administration, and maintenance and repair.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL PREPAREDNESS PLANNING AND MANAGEMENT FOR SENIOR EXECUTIVES
AMEC-207
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 4 Hours

PURPOSE: This seminar provides a programmatic overview of U.S. defense industrial preparedness planning and management for senior Military and civilian executives.

SCOPE: This seminar provides an overview of U.S. defense industrial preparedness planning and management. Topics include definitions, history, statutory basis of industrial preparedness and mobilization planning and management, the national and international structure and organization for conducting industrial preparedness planning and management; an overview of the industrial preparedness planning and management process; and current trends in industrial preparedness planning and management.

PREREQUISITES: This seminar is designed for senior level Military and civilian executives who are not directly involved in industrial preparedness planning and management, but whose area of management and mission responsibility require a broad knowledge and understanding of the structure and process of industrial preparedness planning and management. Attendance is limited to Military officers, 0-5 and above, and civilians, GS-14 and above, including Senior Executive Service personnel.

SECURITY CLEARANCE: None.

Course Title: INFORMATION RESOURCE MANAGEMENT
AMEC-178
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course is designed to provide a professional manager or analyst with the necessary knowledge required to plan, develop, and analyze an organization's information resources requirements and implement effective management control strategies.

SCOPE: The concepts presented in this course are a general orientation of life cycle management for development of operational strategies for using information as a resource. The rapid growth of technology used in the Federal workplace has identified the need to plan, integrate, and develop an information architecture that directly complements the organization's mission and requirements. The topics to be covered in this course include the concept of Information Resource Management, the Federal Paperwork Reduction Act, definition of the Army Information Mission (IM) area, and tying organizational goals and objectives to information technology. The principal theme of the course will involve the identification of regulatory requirements, and integration of the five information disciplines to include automation, communications, audiovisual, records management, and publications/printing. The life cycle approach to the organization's information mission, related management requirements, functional area enterprise analysis, organization processes, short-term and long-range plans, required studies, corporate data base architecture, justification of resources, and budgets are discussed. A brief discussion of the Army's Information Engineering (IE) Program will be held. Examples of internal control checklists, management guidelines, sample justifications, sources of related publications, and technology resource planning guidelines are given.

PREREQUISITES: This course is designed for managers and analysts of organizations requiring knowledge of information resource management processes and techniques. Applicants should be GS-9 or above or their military equivalents.

SECURITY CLEARANCE: None.

Course Title: INFORMATION RESOURCE MANAGEMENT FOR EXECUTIVES
AMEC-179
Locations: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Day

PURPOSE: This course is designed to provide the executive level manager with an overview perspective of the planning, development, and analysis requirements necessary for implementation of an operational or a functional organization's Information Management Program. In order for the function of information resource analysis to be performed in the organization, senior and executive managers must understand the overall objectives, goals, support, and management control strategies required for successful implementation within their organization.

SCOPE: The concepts presented in this course are an orientation of information life cycle management for development of operational strategies that clearly utilize information as a resource. The rapid growth of technology and shortage of critical resources used in the Federal workplace has identified the need to plan, integrate, and develop an information architecture that directly complements the organization's mission and requirements. The topics to be covered in this course include the concept of information as a resource, the DoD Information Resource Management Program, the history of the Federal Paperwork Reduction Act, definition of the Army IM area, applicable regulations and requirements, and the tying of organizational goals and objectives to information technology. The life cycle approach to the organization's information mission, related management processes, user training requirements, short-term and long-range plans, required studies, corporate data base architecture, justification of resources and budgets are addressed. Establishment of an Information Management Program within the functional or operational organization, as well as necessary analysis reviews are discussed.

PREREQUISITES: This course is designed for managers and senior level executives requiring an overview perspective of information management. Applicants should be GS-13 or above or their military equivalents.

SECURITY CLEARANCE: None.

Course Title: INFORMATION SYSTEMS PLANNING
AMEC-151
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course is designed to provide the student with an understanding of Information Systems Planning (ISP) methodology so that a comprehensive study can be conducted of an organization's current and projected information resources.

SCOPE: This methodology is a technique for developing a long-range ISP for an organization. It involves the identification of overall information requirements, defining an architecture to direct the building of applications and data bases in support of these requirements, and prioritizing applications and data bases to be developed. The topics to be covered in the course include program presentation, gaining the commitment, preparing for the study, starting the study, defining organizational processes and data, defining information flow, gathering information, analyzing results, preparing the report, and followup actions.

PREREQUISITES: The team members should consist of key functional personnel and information system managers, led by a top management representative. It is also recommended that the executive sponsor attend this training with the team. This course is designed for both line and staff personnel who will be conducting an ISP. It is essential that the ISP team receive this training as a team.

SECURITY CLEARANCE: None.

Course Title: INFORMATION SYSTEMS PLANNING IMPLEMENTATION
AMEC-167
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course reviews primary issues and policy formulation requirements and provides a baseline methodology to conduct and implement the Army Phase II - Information Systems Planning Implementation Study at different levels of operational organizations.

SCOPE: The course topics include a review of the Army's Information Engineering Program, project (Phase II) definition, information systems resource planning and policy formulation, data modeling, applications planning, geographic distribution, data architecture flow, steering committees, data administration, system development strategies, budgetary requirements, and other related topics. The overall theme concentrates upon life cycle resource principles for managing information as a resource. The course will utilize the organization's own Phase I Information Systems Plan for case studies, application, and development.

PREREQUISITES: This course is intended for the team responsible for conducting a mandated ISP study. This team should consist primarily of key user and Information System managers and application designers, assisted by an onsite data base administrator or facilitator. This course is designed for both line and staff personnel who will be involved in the Phase II effort of the ISP (Implementation) at MACOM, installation or operating activity levels. Course participants should have attended the ISP course or the IBM Business System Planning Course or have equivalent knowledge and experience in the information analysis area. It is strongly recommended that attendees have Phase I ISP study experience for maximum benefit and productivity in the Phase II effort.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO DATA PROCESSING
7E-F7 (JT)
Location: Onsite Only or CAI by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide managers, functional specialists, and other users of computers with the principles of computer data processing and how the management process can be facilitated through the use of computer-based information systems.

SCOPE: Computer principles to include specific functions of data input, storage, control, and output are understood as it occurs during computer data processing. Information systems concepts and goals will be explained as they relate to the mission of the organization including consideration of the data base design to support the systems information objectives. Flowcharting techniques are used to portray computer program logic. Levels of computer languages are presented with descriptions. Details of systems analysis techniques and computer program development will be presented to the degree necessary for the user of computer products to understand what must be done to satisfy an information requirement.

PREREQUISITES: This course is for functional specialists and middle and top managers who require a knowledge of the fundamentals of computer data processing to be more effective during the performance of their work assignments.

NOTE: There are two modes of instruction: (1) Computer-Aided Instruction (CAI) and (2) Onsite classroom using standard teaching techniques. CAI applies to activities having accessibility to PLATO or other recommended software operational on IBM compatible microcomputers. Contact your local training branch for details. Onsite training will be available for activities that have limited or no access to CAI mode of instruction. There will be a minimum of 25 enrollees for onsite training.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO ROBOTICS
AMEC-205
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide an overview of the principles of industrial robots, techniques for identifying industrial robot applications, and guidelines for robot selection and implementation.

SCOPE: This manufacturing technology course includes discussions of industrial robot hardware, software, and programming, end-of-arm tooling, sensors, performance measures, applications, and implementation.

PREREQUISITES: This course is for managers and functional specialists involved with manufacturing automation or analysis of contractor proposals involving manufacturing systems. It is suggested that enrollees have a basic understanding of manufacturing and manufacturing automation.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO SYSTEM 2000
AMEC-39
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course will provide the enrollee with a basic knowledge of the SYSTEM 2000 data base management system and necessary prerequisites to attend the courses, SYSTEM 2000 Self-Contained Facility and SYSTEM 2000 Procedural Language Extension.

SCOPE: This course is an introduction to the SYSTEM 2000 data base management system. Specific topics include data base history, structures, organization, terminology, efficient design of a SYSTEM 2000 data base to increase productivity, and SYSTEM 2000's internal control tables. It introduces the enrollee to the Self-Contained Facility and Procedural Languages. (Self-Contained Facility and Procedural Language Extension are offered as follow-on courses.)

PREREQUISITES: This course is for computer data processing personnel as a prerequisite for attendance at either of the College-offered courses, Self-Contained Facility (AMEC-40), or

Procedural Language Extension (AMEC-41). Enrollees should have experience in computer data processing, preferably in programming and data file design.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO UNIX AND THE SHELL
AMEC-135
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course will provide the student with an overview of the commands, functions, and capabilities of the UNIX operating system and the shell command interpreter. These skills will be acquired through hands-on interaction using standard shell commands in a classroom workshop environment.

SCOPE: Topics to be covered include UNIX file and directory organization, the UNIX shell, log in, file and directory manipulation, access privileges, the ED line editor, the VI fullscreen editor, UNIX utilities, and using the shell as a programming language.

PREREQUISITES: This is an introductory course in UNIX for enrollees from organizations having UNIX-based computer hardware and whose pending duties will involve developing UNIX applications. Students should be familiar with the basic concepts of automatic data processing at least equivalent to those taught in an introductory ADP course. No prior knowledge of UNIX is required.

NOTE: Any installation hosting this course must be able to provide a UNIX environment and ensure no more than two students per classroom terminal. Coordination with an onsite support representative will be required prior to conducting the course. The first day onsite will be required to create files and establish student directories needed for the course.

SECURITY CLEARANCE: None.

Course Title: LEADERSHIP SKILLS DEVELOPMENT COURSE
AMEC-206
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 15 Hours

PURPOSE: This course is designed to introduce a sustainable curriculum of instruction which will improve the participant's capability to perform as a supervisor or leader and improve the participant's competitiveness for selection to a supervisory or leadership position. By providing relevant classroom training coupled with on-the-job coaching and development opportunities, more individuals will be competitive for and capable of performing in leadership positions.

SCOPE: There is an increased emphasis on increasing the pool of candidates highly qualified and highly competitive for supervisory/leadership positions within the AMC community. To achieve this goal, it is necessary to educate personnel who are qualified and interested in supervisory/leadership positions in those areas which are recognized as skill and capability enhancing functions. While it is expected that personnel in the Deputate for Logistics Readiness will gain benefit from this course, it could very easily be adapted to benefit personnel in other areas as well.

PREREQUISITES: This course is for non-supervisory GS-09 through GS-12 personnel or their military equivalents.

SECURITY CLEARANCE: None.

Course Title: LEADERSHIP AND TEAM BUILDING
AMEC-154
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will identify, explain, and interpret the managerial competencies required to effectively influence and manage human performance in small organizations. Enrollees will be able to apply the various communication, motivational, and leadership techniques required to build an effective work team.

SCOPE: This course will assist the first-line supervisor to integrate self, members of the work force, and the organization into an effective system. Topics will include, but not be limited to, application of appropriate leadership strategies, effective delegation, understanding human behavior (individual and in

groups), motivation, team building, organizational communication, evaluating and troubleshooting subordinate performance, and developing the knowledge, skills, and abilities of team members.

PREREQUISITES: This course is designed for the first level supervisor who has less than 3 years experience. It is particularly suitable for the newly appointed, first level supervisor. However, it also is appropriate for a more experienced first level supervisor who has need for training or a review. This is one of three courses designed to improve first level managerial performance. First level supervisors are encouraged to attend all three courses, since each course addresses different managerial competencies.

SECURITY CLEARANCE: None.

Course Title: LOGISTICS SUPPORT ANALYSIS MODELING
8A-F35 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: DoDD 5000.39, Acquisition and Management of Integrated Logistics Support for Systems and Equipment directs that ILS be implemented in all acquisition programs. Logistics Support Analysis (LSA) is the analytical effort to ensure that all elements of support are adequately addressed. The implementing regulations for each service require that an LSA program be established. This course is designed to provide the enrollee with the techniques and knowledge necessary for LSA problem-solving and to provide familiarization with the use of computerized models in the performance of LSA.

SCOPE: This course covers topics necessary for performing the analysis associated with determining the integrated logistics support program of systems and equipment. Time is devoted to identification of critical program and engineering activities that impact the analysis and a study of techniques for conducting these activities in ways that reduce program risk. Topics include the analysis, selection, and application of problem solving techniques and models in the performance of Logistics Support Analysis Modeling (LSAM). Two Government applied models-Logistics Cost Analysis Model-(LOGAM) and Optimum Supply and Maintenance Model (OSAMM)-are used for practical exercises. The course also addresses MIL-STD 1388-1a applications.

PREREQUISITES: This course is designed for personnel who perform or manage LSA requirements. Personnel who support the LSA process or have predicted future LSA requirements would also benefit from

the class. In order to derive full benefits from this course, attendees should be familiar with military maintenance and/or supply functions. A basic knowledge of the ILS or LSA processes, although not required, would be advantageous. Computer programming capability is not a requirement.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT ANALYSIS WORKSHOP
7A-F54 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide a forum for experienced management analysts to examine and apply a variety of concepts and techniques for management improvement. Both proven and potential approaches are considered in helping develop the management analysis function to its fullest potential for assisting in the solution of operating management problems. New high-visibility programs and initiatives are reviewed.

SCOPE: This workshop is directed toward enhancing the skills of management analysis personnel who assist operating managers to obtain improved performance in their organizations. Among the topics are the role of the management analysis function, management studies, management performance indicators, systems and procedures, organization development, and managerial communications. Enrollees will explore topics of current interest to management and emphasis will be given to discussion of case histories during the workshop sessions. Enrollees are encouraged to bring data and exhibits from actual problems and situations for class discussion.

PREREQUISITES: This course is for supervisory and senior analysts and other staff personnel whose primary duty involves the various applications of management analysis to enhance organization performance and productivity (e.g., organization design, procedures analysis, management studies, manpower management, etc.). Applicants should be GS-11 or above, or their military equivalents, who have had at least 2 years of progressive experience in more than one area of management analysis. Typically, these include management and systems analysts, management engineers, program analysts, operations research analysts, etc.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT AND CONDUCT OF PRODUCTION READINESS REVIEWS
AMEC-86
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide Program/Project Management personnel and Production Readiness Review (PRR) team members with training in managing and conducting PRRs.

SCOPE: Topics covered include the need for and benefits of a PRR, DoDI 5000.38, Production Readiness Reviews and other related reference material, definitions, scheduling of a PRR, statement of work for a PRR, selecting subcontractors for a PRR, the PRR plan, identification of source documents, organization and responsibilities for the PRR, conducting the initial PRR (IPRR) and PRR, areas of concern during a PRR, selected Willoughby Templates, tools, and techniques for quantifying and verifying production readiness, splinter group session, contractor PRR debriefing, final report, new directions in managing and conducting PRRs, and lessons learned.

PREREQUISITES: This course is for DoD civilians, GS-7 and above, and military officers, grades O-1 and above, who are or will be involved in managing and/or conducting a PRR. This course is not for interns.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT AND CONTROL OF PRODUCIBILITY ENGINEERING AND PLANNING
AMEC-105
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course will provide Army research, development, and manufacturing engineering personnel with an overview of producibility engineering and planning requirements throughout the Army weapons systems life cycle.

SCOPE: This course will include presentations on planning, performing, contracting, and monitoring the producibility engineering and planning efforts for all major and non-major Army weapon systems and product improvement programs. It will address producibility review and reporting procedures, selected Willoughby

Templates, and identify responsibilities of organizations for the successful accomplishment of a Producibility, Engineering, and Planning (PEP) program.

PREREQUISITES: This course is designed for technical personnel, research, development, and manufacturing types, who are responsible for introducing, reviewing, and monitoring producibility of a weapon system throughout its life cycle; contracting personnel, including those who serve or may serve as a Contracting Officer Representative of research and development efforts; project personnel who manage the efforts of transitioning the system out of design into production; and other personnel who have directly related responsibilities in such areas as budgeting and procurement. This course is not for interns. Attendees must have at least 2 or more years of Government service at a grade level of GS-7 or higher, military equivalent or equivalent industry experience.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT DEVELOPMENT SEMINAR
7A-F37 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This seminar is designed to help participants develop their working knowledge of the managerial competencies necessary to perform those tasks typically performed by first-line supervisors. Emphasis is given to material which leaders, supervisors, and managers employ in making decisions, analyzing organizational problems, and identifying performance opportunities from an operational need perspective. Enrollees will be able to assess, integrate, and apply practical techniques for enhancing organizational performance.

SCOPE: This course builds upon the required basic supervisory courses offered by local installations and will assist first-line supervisors to assess organizational situations, and identify and apply the appropriate management techniques, models, and solutions. Topics will include, but not be limited to, establishing organizational direction, setting objectives, planning operations, evaluating organizational staffing needs, problem-solving and decision making, organizational structures, and leadership styles and characteristics. Students will assess their strengths and weaknesses and develop a personal managerial action plan.

PREREQUISITES: This course is designed to provide new first level supervisors a basic working knowledge of the planning, organizing, leading, and controlling functions of management. While it might well serve as a refresher for experienced supervisors, its focus is of primary benefit to newly appointed (less than 4 years) supervisors. This is one of three courses designed to improve first level managerial performance. First level supervisors are encouraged to attend all three courses, since each course emphasizes different managerial competency.

NOTE TO TRAINING COORDINATORS: This course can be tailored to your operational needs and held at your installation.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT OF MANAGERS COURSE
7A-F38 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will identify, describe, and demonstrate the managerial competencies required of midlevel managers. Emphasis is given to explaining and applying the strategies and techniques related to the key midmanagement roles of coordinating the work of diverse organizational elements and building a competent and well-informed management team.

SCOPE: This course is designed to give midlevel managers application-oriented strategies, tools, and techniques which will impact organizational performance and productivity. This course also prepares these managers for effectively developing their subordinate supervisors on the job. Specific topics include identifying midmanagerial competencies, organizational and personal values, coaching subordinate managers, setting organizational objectives, assessing and applying motivational forces, applied planning and control techniques, stress in the work environment, performance management, enhancing productivity, communication, self-management, team building, and problem solving. The course will include some evening assignments. Participants will be required to develop an action plan for their organization which they implement following attendance at this course.

PREREQUISITES: This course is for intermediate level managers (i.e., managers of supervisors or staff equivalent). This would normally include division chiefs and their deputies at the

depot/arsenal/installation level, office and division chiefs at the major subordinate command level, and branch and section chiefs at the command, department and agency levels. Non-supervisors/managers should not be nominated for this course. Nominees must be supervisors/managers and should have subordinate supervisors or at least subordinate team leaders. The Management Development Seminar (7A-F37) or an equivalent introductory management course and/or substantive supervisory/management experience is highly recommended.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT STATISTICS
7E-F15C
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: SELF-PACED

PURPOSE: This course will provide a familiarity of the basic statistical methods used in the collection, analysis, evaluation, interpretation, and presentation of data for the purpose of augmenting the management of Government operations.

SCOPE: Course topics address graphical means of data presentation, frequency distributions, measures of central tendency, measures of dispersion, the normal probability distribution, statistical sampling, statistical estimation, statistical control charts, correlation and regression analysis, and hypotheses testing.

PREREQUISITES: This course is for persons who work with statistical data or who supervise activities which rely on statistics and who occupy positions for selecting potential applications of the topics presented. A knowledge of high school level algebra is required. Enrollees are advised to review these fundamentals before beginning this course.

SECURITY CLEARANCE: None.

Course Title: MANAGING CHANGE
AMEC-159
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This workshop is designed to help senior managers develop improved skills in managing complex organizations in a world of rapid change. Emphasis is given to material which senior managers and executives can employ to use change as a positive force for organizational performance.

SCOPE: This workshop uses a highly interactive approach to integrate change theory and productivity enhancement into a coherent approach to managing change in organizations. Topics will include, but not be limited to, values and forces opposing or enhancing change, assessing the impact of change on the organization, contingency planning, recommending and implementing process changes and improvements, utilizing change as a way to improve organizational performance, appropriate uses of power, and managing conflict productively. The AMEC change process will be applied by students to changes with which they are faced and/or changes desired by attendees. Participants will develop a plan of action to implement upon return to their installations.

PREREQUISITES: This course is for experienced senior managers and executives of organizations undergoing or anticipating substantive change. Enrollees must be managers with subordinate supervisors.

SECURITY CLEARANCE: None.

Course Title: MANPOWER REQUIREMENTS CRITERIA DEVELOPMENT
AMEC-169
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Weeks

PURPOSE: This course will provide enrollees with the requisite tools and knowledge to effectively participate in the development of Manpower Requirements Criteria (MARC). Successful completion of this course will enable the enrollee to perform research, plan and execute a MARC study, and document study findings in accordance with AR 570-2 and AMC/TRADOC supplemental guidance.

SCOPE: Enrollees are presented with the techniques and procedures used in the development of manpower requirements criteria for Table of Organization and Equipment (TOE) units. The Army force

structure, Army manpower management systems/programs, military personnel system, Basis of Issue Plan (BOIP)/ Qualitative and Quantitative Personnel Requirements Information (QQPRI) and TOE systems are discussed within the context of MARC. The enrollee is provided an understanding of the organizational roles and responsibilities of various levels in the MARC program. Theories, performance, and applications of various work measurement techniques are presented. The enrollee is instructed in and given practical exercises in data collection techniques, data analysis and validation, and preparation of MARC Development Plan and the MARC Study.

PREREQUISITES: This course is for analysts who will be developing or contributing to the development of MARC. The enrollee must possess basic mathematical skills, including algebra. A math diagnostic test, provided by the College will be administered to the enrollee and the results forwarded to the College before attendance. Some background in statistics is desirable. This course is intended for those enrollees directly involved in MARC. It is suggested that enrollees bring a calculator capable of performing linear regression to the class.

SECURITY CLEARANCE: None.

Course Title: MANPOWER STAFFING STANDARDS SYSTEM
AMEC-115
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 7 Weeks

PURPOSE: This course will provide the enrollee with the requisite tools and knowledge to effectively participate as a team member in the development and application of the Army Manpower Staffing Standards System (MS-3).

SCOPE: Enrollees are presented with the techniques and procedures used in the development of manpower staffing standards including statistical techniques, work measurement techniques and regression analysis. Additionally, the analysis of methods, organizational and functional systems, as related to the work center definition process, is covered. The phases of the staffing standards development process, as prescribed by AR 570-5, are presented with emphasis on how each fits into the overall process. Emphasis is placed on class projects and practical exercises. Successful completion of this course will enable the enrollee to accomplish prescribed tasks within each basic area of the staffing standards development and application process. Major emphasis will be placed on the following topics: Study Development Plan; Work

Center Definition; Workload Factor Identification; Measurement Plan Development; Premeasurement Preparation; Workload Data Collection; Input Data Analysis; Model Testing and Selection; Additives, Exclusions, and Deviations; Skills and Grades; Staffing Table Preparation; Requirements Summary Preparation; Standards Validity Assessment; and Standards Update.

PREREQUISITES: This course is for analysts who will be developing Army-common or MACOM-unique staffing standards. This course is not intended for those individuals who have had Defense Work Methods and Standards (DWMS) training. They should attend the Standards Development and Application for Manpower Management Course, AMEC-128, instead of this 7-week MS-3 course. Experience has shown that enrollees who achieve a score of below 70 percent on the mathematics diagnostic test are likely to perform unsatisfactorily in the course. The subject matter in the course has proven to be extremely difficult for individuals lacking proficiency in basic mathematics and basic algebra. A four-function calculator with a square-root function is recommended. This course is intended for those enrollees directly involved in the MS-3 program.

SECURITY CLEARANCE: None.

Course Title: MANUFACTURING TECHNOLOGY SEMINARS
AMEC-148
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 - 5 Days

PURPOSE: The objective of this course is to provide production/manufacturing specialists information on the latest developments in the manufacturing technology field in a short, intensive course. Each seminar will address a different topic.

SCOPE: This course addresses the fundamentals of the selected technology, integration into a manufacturing system, developing specifications for procurement, and DoD applications. Examples of subjects to be covered in a class are lasers, vision systems, group technology, long-term strategic planning and high technology implementation, manufacturing resource planning, and computer-aided process planning. The duration of each class is dependent upon the subject covered.

PREREQUISITES: This course is for managers and technical personnel whose work is directly involved with the operation and support of the selected seminar topic. The seminars are directed at personnel in the following functional activities: Production, quality control and inspection, production control, production and/or manufacturing engineering, industrial readiness, and all others considering the application of the selected technology topic. Enrollees should have a technical background and knowledge of manufacturing processes.

SECURITY CLEARANCE: None.

Course Title: MATERIEL CHANGE MANAGEMENT EXECUTIVE SEMINAR
AMEC-51
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This course will provide executive level personnel within the Department of Army a basic understanding of Materiel Change Management (MCM) and the benefits to be obtained from this programmatic approach to Materiel Change (which include Class I Engineering Change Proposals (ECP), Product Improvement Proposals (PIP), and Preplanned Product Improvements (PPI)).

SCOPE: This course covers an overview of the Army MCM philosophy, policy per AR 70-15, responsibilities, procedures, and documentation requirements. Topics covered include the System Improvement Plan (SIP), MC data package, Materiel Change Information Report (MICR), approval process of MCs, funding of MCs, and NC program phases. Emphasis is placed on the MCM philosophy to manage all changes to a system throughout its life cycle.

PREREQUISITES: This seminar is for executive personnel who have an interface with Materiel Change in the areas of engineering, logistics support, procurement, production, maintenance, technical, or economic evaluation. A knowledge of Configuration Management would be helpful.

SECURITY CLEARANCE: None.

Course Title: METHODS IN ADP SYSTEMS DEVELOPMENT
AMEC-181
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide a knowledge of contemporary analysis and design methodologies as applied to computer-based data processing systems.

SCOPE: Topics covered in this course include the system life cycle and structured methodologies designed to increase productivity. Concepts and techniques such as prototyping and end-user computing are presented along with workshops where appropriate.

PREREQUISITES: This course is for military and civilian personnel preparing for and participating in systems analysis and design projects for automated data processing. This course replaces the ADP Systems Analysis and Design and the Structured Analysis and Design courses. A knowledge of the basic ADP concepts and terms equivalent to those taught in an introductory-level ADP course is required.

SECURITY CLEARANCE: None.

Course Title: METHODS-TIME MEASUREMENT - 1A
7A-F24 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills needed to apply the Methods-Time Measurement-1 technique for establishing engineered standards.

SCOPE: This is a standardized course developed by the MTM Association (a nonprofit organization) and presented by a qualified and certified MTM-1 instructor. The course covers procedures to be used in the study and analysis of work motions and the assigning of proper time values to each basic motion. Specific items covered include: Developing and improving methods; establishing production time standards; developing standard data; using MTM-1 data for estimation and scheduling.

The final examination for this course is a standardized test which will be graded by the MTM Association. Enrollees who achieve a passing grade on this examination will receive a certificate of recognition as an MTM-1 applicator from the MTM Association. A diploma for this course will be awarded only after notification by the MTM Association of the student's grade.

PREREQUISITES: This course is for enrollees presently engaged in (or soon to be assigned to) a methods study or work measurement activity, and who will be assigned to activities requiring the application of MTM-1. This course is not designed for supervisory and staff personnel who require only an appreciation of methods improvement or work measurement. It is recommended that enrollees bring a hand-held calculator to the class.

SECURITY CLEARANCE: None.

Course Title: METHODS-TIME MEASUREMENT - 2A
7A-F4S (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the skills needed to apply the Methods-Time Measurement-2 (MTM-2) system, the second general level of MTM data.

SCOPE: This is a standardized course developed by the MTM Association (a nonprofit organization) and presented by an Association certified MTM-2 instructor. This course covers procedures to be used in the study and analysis of work motions, and the assigning of proper time values to these motions. The specific items covered include: Development of MTM-2; study of "get, put and weights"; study of "apply pressure, regrasp, eye action, foot motion, step, bend and arise, and crank"; study of simo motions and combined motions; practical exercises and examinations; film loop analysis. The final examination for this course is a standardized test which will be graded by the MTM Association. Enrollees who achieve a passing grade on this examination will receive a certificate of recognition as an MTM-2 applicator from the MTM Association. A diploma for this course will be awarded only after notification by the MTM Association of the student's grade.

PREREQUISITES: This course is for qualified MTM-1 applicators who intend to use MTM-2 for estimation and standard-setting purposes. Persons enrolling in this course should be presently engaged in methods study or work measurement activity. This course is not designed for supervisory and staff personnel who require only an appreciation of methods improvement and work measurement. Certification in MTM-1 is a prerequisite for this course. It is recommended that enrollees bring a hand-held calculator to the class.

SECURITY CLEARANCE: None.

Course Title: METHODS-TIME MEASUREMENT - 2B
7A-F49 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills needed to apply the MTM-2 system, the second general level of MTM data.

SCOPE: This is a standardized course developed by the MTM Association (a nonprofit organization) and presented by an MTM-certified instructor. Course content covers procedures to be used in the study and analysis of work motions and the assigning of the proper time values to the motions. During the first week, a review of work simplification, the basic elements of MTM-1, and development of standard data are presented. The MTM-2 elements and principles of application are studied during the second week. Specific items covered in the second week include: Development of MTM-2; study of "get, put, and weights"; study of "apply pressure, regrasp, eye action, foot motion, step, bend and arise, and crank"; study of simo motions and combined motions; practical exercises and examinations; film loop analysis. The examination is standardized and will be graded by the MTM Association. Enrollees who achieve a passing grade will receive a certificate as an MTM-2 applicator from the MTM Association. A diploma for this course will be awarded only after notification by the MTM Association of the student's grade.

PREREQUISITES: This course is for enrollees who are not qualified in MTM-1, but who intend to use MTM-2 for estimating and standard setting purposes. Persons enrolling in this class should be presently engaged in the methods study or work measurement activity. This course is not designed for supervisory and staff

personnel who rcquire only an appreciation of methods improvement and work measurement. It is recommended that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: ORGANIZATION PLANNING
7A-F8 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide enrollees with a knowledge of practical concepts and techniques for systematic organization design. The enrollee will learn to design an organization structure appropriate to its purpose, internal conditions, and environment. It will also assist in the design of the "Most Efficient Organization" (MEO) for Commercial Activities (CA) Studies and the Organizational Efficiency Review Program (OERP).

SCOPE: The enrollee develops the facility to analyze and create organization structures and relationships. Subjects include planning an organization study, the nature and effects of alternative organizational arrangements from basic functional through complex matrix structures, staff and support activities, analysis of roles and relationships, implementation of change, and assessment of organizational effectiveness.

PREREQUISITES: This course is for individuals who perform organization studies or whose general duties require a working knowledge of organization planning. It is essential in the development program of a management analyst. Although no specific qualifications are required, experience related to the distribution of mission and support functions, staffing, or operation of organizational elements can be helpful.

SECURITY CLEARANCE: None.

Course Title: ORGANIZATIONAL EFFICIENCY REVIEW BASIC TECHNIQUES
AMEC-106
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Weeks

PURPOSE: This course will provide the skills necessary to participate as a team member on a typical Efficiency Review study. This course is an introduction to management engineering and Efficiency Reviews.

SCOPE: Topics include developing the performance work statement, acceptable quality levels, the efficiency review process, procedures, and organizational analysis, work planning and control, position management, position structures improvement, methods improvement techniques for productivity enhancement, and establishing the performance baseline.

PREREQUISITES: This course is for personnel soon to be assigned to OERP activities, with no previous experience, and a limited background in management engineering, and for individuals involved in management studies who have limited mathematical background. Priority will be given to GS-5, 7, and 9 or military equivalent, directly involved in the OERP. This course is not intended for engineering graduates or for those students who have had DWMS, 7A-F19, or Manpower Staffing Standards System (MS-3), AMEC-115 training. It is suggested that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: ORGANIZATIONAL EFFICIENCY REVIEW PROGRAM MANAGEMENT
AMEC-107
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide an overview of the efficiency review (ER) process under the Organizational Efficiency Review (OER) program.

SCOPE: Topics include the interface between the OER Program and other management improvement programs, the ER process, planning the ER, developing performance work statements and acceptable quality levels, data analysis, establishing the performance baseline, position management, developing enhancements, and implementation.

PREREQUISITES: This course is for analysts who will serve as efficiency review team leaders or senior team members. The course is also intended for OER program managers at the installation, major subordinate command, and major command levels. Enrollees are presumed to be thoroughly familiar with methods study techniques. Therefore, either the Organizational Efficiency Review Basic Techniques course, AMEC-106, the Defense Work Methods and Standards course, 7A-F19, or the Manpower Staffing Standards System course, AMEC-115, is required. Considerable experience in conducting methods studies may be substituted for this requirement. Experience in the Commercial Activities Program, Manpower Staffing Standards System Program, or other productivity improvement programs is beneficial, but not essential. Priority will be given to GS-11 and above, or military equivalent, directly involved in the OER Program. It is recommended that enrollees bring handheld calculators to class.

SECURITY CLEARANCE: None.

Course Title: PERFORMANCE MANAGEMENT
AMEC-183
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Days

PURPOSE: This course is designed to provide participants a working knowledge of performance management as a manager's tool. The emphasis is given to material which AMC supervisors and managers use in managing the performance of their organizations. Enrollees relate their own individual performance plan (IPP) and those of their subordinates to goals and objectives of AMC, Army, and DoD. Enrollees develop IPPs and learn to use them to effectively manage their organizations.

SCOPE: This course provides supervisors the techniques to manage the performance of their organization. Participants also discuss the relationship of their organization's performance to that of higher echelons and why the performance management system is a valuable technique for them to understand and use. Topics covered include performance management in the Federal Government, DoD, and DA; the history of performance management in AMC; and current guidance on its application. Additional topics addressed are establishing organizational objectives; preparing IPPs; evaluating actual performance; conducting performance interviews; troubleshooting employee performance problems; and using available incentives to improve performance.

PREREQUISITES: This course is for supervisors and managers in the Army Materiel Command. Other Army supervisors and managers would also benefit from attendance. Enrollees must currently be in a supervisory or managerial position.

SECURITY CLEARANCE: None.

Course Title: PERFORMANCE MANAGEMENT INSTRUCTOR INSTITUTE
AMEC-183A
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 4 Days

PURPOSE: This course is designed to accredit instructors who can conduct onsite Performance Management courses. The accredited Instructor can then present the same courses to satisfy organizational requirements that the Army Management Engineering College staff cannot satisfy.

SCOPE: The Performance Management course is presented in its entirety. A thorough review of the program of instruction is conducted on the course with exercises and instructional aids given close attention as to application and delivery. Reference documents are identified and administrative details of the classroom are explained. Enrollees who complete the course of J instruction will be able to conduct selected classes in Performance Management.

PREREQUISITES: Candidates should already possess instructional capability or demonstrate the ability to lead classroom training. Nominees should be subject area experts in performance management. Nominees must be able and scheduled to present the Performance Management course to the supervisors and managers at their organization.

NOTE: This course is intended to be primarily conducted at the College. Requests may be submitted for onsite presentation if consolidated requirements can be satisfied at one location.

SECURITY CLEARANCE: None.

Course Title: PLANNING AND CONDUCTING MANAGEMENT AUDITS AND STUDIES
7A-F53 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with the capability to plan and conduct management studies for the purpose of defining, analyzing, and solving management problems and improving an organization's efficiency, effectiveness, productivity, and quality.

SCOPE: Topics include the nature and purpose of management studies, types of studies and audits, a general approach to conducting a management study, a discussion of determining the purpose, scope, and objectives of a study, the development of a comprehensive plan of action, data collection approaches and techniques, and data documentation and analysis techniques. Emphasis will be placed upon the selection of appropriate analysis techniques and their use in management studies. Methods of developing and evaluating alternative solutions, and reporting and presenting study results are presented. Approaches for implementing the study results and evaluating study performance, as well as other study considerations are discussed. Learning will involve group-centered and individual applications of the approach to conducting a management study and the techniques presented. This course does not include financial audits.

PREREQUISITES: This course is designed for military and civilian personnel preparing for or participating in various types of management studies of an organizational or systems nature. Applicants should be GS-7 or above, or their military equivalents, and should have management study or audit experience.

SECURITY CLEARANCE: None.

Course Title: PRINCIPLES AND APPLICATIONS OF VALUE ENGINEERING
8D-F27 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the basic principles and techniques of value engineering and the ability to apply these techniques to current value engineering projects for the purpose of productivity enhancement.

SCOPE: This course concentrates on the value engineering methodology, creativity, cost estimating, and value comparisons. The application of value engineering to real world projects is emphasized.

PREREQUISITES: This course is for engineers and technical specialists including Product Engineers, Industrial Engineers, Equipment Specialists, Quality Assurance (QA) personnel, and others associated with the product life cycle. It is suggested that enrollees bring a handheld calculator to class.

SECURITY CLEARANCE: None.

Course Title: PRINCIPLES AND APPLICATIONS OF VALUE ENGINEERING INSTRUCTOR INSTITUTE
8D-F27A (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will determine whether or not the enrollee should be accredited as an instructor who can conduct the Principles and Applications of Value Engineering (PAVE), 8D-F27 course to others for the same credit as if taught by the Army Management Engineering College faculty. The accreditation process is intended to provide a local in-house instructor to accommodate a large number of students to be trained at a command or installation which cannot be satisfied directly by the College faculty.

SCOPE: Subjects, topics, instructional aids, exercises, case problems, and examinations associated with the basic course are discussed with instructor enrollees so that a thorough understanding of all technical material is achieved. Course materials and the daily outline of instruction are carefully reviewed so that the enrollee has a full comprehension of when and how subjects should be presented and enrollee progress paced. Teaching principles are discussed so that maximum training effectiveness may be attained. During the Institute, each enrollee will be required to present assigned topics before the class and complete a comprehensive examination. Based on the results of these activities, each candidate will be evaluated to determine suitability for accreditation. Successful completion of all course requirements will result in a certificate of accreditation as an instructor for the specified course.

PREREQUISITES: This course is for qualified individuals who have been nominated for accreditation by their respective service to teach PAVE. Enrollees should have instructor potential and have the ability to speak before a classroom size group during the presentation of course material. Enrollees should have had experience in the application of techniques contained in the PAVE course and have completed the course within the past 2 years with a grade of Satisfactory (S) or better. Prior to attendance at the Instructor Institute, the enrollee must thoroughly review the materials of the PAVE course since enrollees will receive a written test at the beginning of the course to determine their knowledge of the subject matter. The test will address material covered in the PAVE course.

SECURITY CLEARANCE: None.

Course Title: PROBLEM SOLVING TOOLS FOR TOTAL QUALITY MANAGEMENT
AMEC-197
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide the enrollee with a problem solving methodology and a "toolkit" of problem solving techniques that can be used to achieve continuous improvement of work processes.

SCOPE: Topics include the objectives, need for and means of effecting continuous improvement of work processes; the role of problem solving skill in TQM; concept of variation; application of a problem solving methodology; application of problem solving tools, such as, brainstorming, cause and effect analysis, Pareto analysis, process flow analysis, frequency distributions, scatter diagrams, run charts and control charts.

PREREQUISITES: The course is designed for personnel who need a basic problem solving methodology and simple data collection and analysis techniques to use in their daily endeavors to achieve continuous improvement of the work processes in their functional area.

SECURITY CLEARANCE: None.

Course Title: PRODUCT QUALITY MANAGEMENT
AMEC-182
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide enrollees with the knowledge and ability to plan and accomplish the activities associated with the AMC Product Quality Management (PQM) Program.

SCOPE: This course addresses the entire spectrum of AMC product quality management functions. Topics include types of contracts, methods of procurement, PQM planning throughout materiel life cycle, product quality deficiencies, warranties, security assistance program, product-oriented visits, contract quality requirements, technical data package, pre-award survey, quality assurance letters of instruction, and postaward orientation conferences. Also addressed are the relationships among MSCs, contract administration offices, and depots in accomplishment of PQM functions.

PREREQUISITES: AMC personnel involved in the PQM functions in any life cycle phase, including, but not limited to, quality assurance specialists, engineers, contract specialists, and item managers are eligible for this course. Attendees should be at the GS-5 level and above, or the military equivalent.

SECURITY CLEARANCE: None.

Course Title: PRODUCTION RELIABILITY ASSURANCE
8D-F39 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to address the achievement of equipment reliability requirements during production, deployment, and overhaul. Emphasis is given to monitoring contractor activities and discussion of useful tools and techniques for doing so effectively.

SCOPE: Topical coverage includes an introduction to reliability; DoD reliability policy and definitions; how to utilize risk reduction tools and techniques discussed in DoD 4245.7-M, "Transition From Development to Production", and NAVSOP-6071, "Best Practices"; reliability assurance tasks and techniques in the production process; control and improvement of processes; the

importance of activities such as quality assurance systems engineering, and configuration management; probabilistic and non-probabilistic testing; environmental stress screening; and management; and control of production reliability programs. Coverage addresses Government and contractor efforts required to assure product and replacement part reliability in both new manufacture and rebuilt activities. This course does not address the specification of reliability requirements and test.

PREREQUISITES: This course is recommended for individuals whose duties require a knowledge of reliability activities during production, deployment, and overhaul. This includes Government plant representatives, procuring activity personnel, and maintenance activity personnel. In order to derive full benefit from this course, enrollees should be familiar with the materiel acquisition process and have had some exposure to production process and procedures. Enrollees are requested to bring a hand-held calculator to the class.

SECURITY CLEARANCE: None.

Course Title: PRODUCTIVITY CAPITAL INVESTMENT PROGRAMS
AMEC-145
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide enrollees with knowledge and skills necessary to identify productivity enhancing capital investment opportunities and prepare proposal documentation as required by DA regulatory requirements.

SCOPE: The course provides DA enrollees with an orderly approach to identify and justify capital investment items. Through case studies and practical exercises, the enrollees will learn appropriate techniques to conduct, submit, and evaluate project proposals.

PREREQUISITES: This course is designed for persons who must develop and evaluate capital investment proposals. It is recommended that the enrollees have working knowledge or experience with economic analysis techniques. It is also highly desirable that enrollees attending this course have previously attended the Economic Analysis for Decision Making course, 7A-F10. It is suggested that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: PRODUCTIVITY GAIN SHARING
8D-F40 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with knowledge and skills in the area of designing and implementing Productivity Gain Sharing (PGS) programs.

SCOPE: This course will present the conceptual bases of PGS, the process by which applicability of PGS to work areas is determined, and the process of planning and implementing PGS. Emphasis is placed upon selecting an appropriate work area, planning a PGS program, employee involvement, and evaluation of a PGS program. Historical applications of PGS concepts are examined in Departments of the Army, Navy, Air Force, and DLA. Through use of case studies, the enrollee is able to apply portions of the process.

PREREQUISITES: This course is intended for those persons who must develop, implement, and evaluate PGS programs. It is requested that enrollees bring handheld calculators to class.

SECURITY CLEARANCE: None.

Course Title: PRODUCTIVITY MEASUREMENT AND ENHANCEMENT METHODS
8D-F36 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the capability to apply proven methods and techniques to measure and enhance productivity and quality in both product and service-type organizations.

SCOPE: This course is concerned with measuring and increasing the productivity of all Agencies within the Federal sector. Although the measurement techniques and enhancement concepts can be applied to all branches of Government, most practical exercises and examples are geared toward the DoD environment. Considerable time will be spent computing productivity ratios, indices, and analyzing productivity data. Topics covered include introduction to productivity, productivity definitions, relationship of productivity growth to the national economy, Federal productivity and DoD productivity programs, total factor and labor factor productivity measurement, productivity ratio and index

computations, adjustment for inflation, incremental productivity changes, adjusting productivity calculations for output quality changes, concepts of efficiency and effectiveness, comparisons between work measurement and productivity measurement, macro and micro/factors affecting productivity, and the interpretation and use of productivity measures in the manpower and budget planning process. The enhancement of productivity through traditional industrial engineering techniques, such as methods improvement and capital investments, are also addressed. Behavioral science approaches to improved productivity are discussed with primary emphasis on quality circles, positive feedback techniques, and productivity gain sharing.

PREREQUISITES: This course is for staff analysts assigned the responsibility for designing and implementing productivity measurement and enhancement systems. Typical enrollees would include industrial engineers, management analysts, and manpower and budget specialists who have a responsibility for assessing the utilization of resources. It is recommended that enrollees bring a handheld calculator to class.

SECURITY CLEARANCE: None.

Course Title: PRODUCTIVITY ORIENTATION SEMINAR
7A-F20 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will enable the enrollees to review their organizations to determine productivity measurement coverage, identify potential areas of productivity improvement, develop plans to implement productivity and quality enhancement strategies and techniques, and assess progress in improving productivity.

SCOPE: This course is concerned with measuring and enhancing the productivity and quality of all Agencies within the Federal sector. Although the measurement techniques and enhancement concepts can be applied to all branches of Government, most practical exercises and examples deal with the DoD environment. Considerable time will be spent computing productivity ratios, indices, and analyzing productivity data. Topics covered include; productivity definitions; relationship of productivity growth to the national economy; Federal and DoD Productivity Programs; productivity ratio and index computations; performance measurement concepts; efficiency versus effectiveness indicators; the productivity and quality relationships; work and productivity measurement comparison; and macro and micro/factors affecting

productivity. The enhancement of productivity through traditional methods improvement, capital investment approaches, and human behavioral techniques are discussed briefly. Newer concepts are also covered, including TQM.

PREREQUISITES: This course is for managers and supervisors, grades GS-11 and above, or military equivalent. This course is not for personnel directly involved in the design and implementation of productivity measurement systems. Those people should consider the course Productivity Measurement and Enhancement Methods, 8D-F36, or White Collar Productivity, 7A-F65. It is requested that enrollees bring a handheld calculator to class.

SECURITY CLEARANCE: None.

Course Title: PRODUCTIVITY PERSPECTIVES FOR MILITARY AND CIVILIAN LEADERS
AMEC-184
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 4 Hours

PURPOSE: This course will enable executives to identify potential areas of productivity improvement, develop plans to implement productivity and quality enhancement strategies and techniques, and assess progress in improving productivity.

SCOPE: This course is concerned with measuring and enhancing the productivity and quality of all agencies within the Federal sector. Topics covered include what productivity will do for the executive; the seven step process for implementing and maintaining high performance; productivity definitions; the productivity and quality relationships, Federal and DoD Productivity Programs; Executive Order 12637; productivity ratio and index computations; performance measurement concepts; efficiency versus effectiveness indicators; and macro and micro factors affecting productivity. The enhancement of productivity through traditional methods improvement, capital investment approaches, productivity gain sharing, Productivity and Quality (PQ) teams, office automation, human behavioral techniques, and TQM are discussed briefly.

PREREQUISITES: This course is intended for executives with program, functional, and line responsibilities. It is recommended that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: PROJECT PLANNING AND CONTROL TECHNIQUES
5L-F1 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will present numerous management techniques used to plan and control the cost, schedule, and technical performance aspects of project management.

SCOPE: Topics covered in this course include concepts and techniques that provide a systematic approach to planning and controlling cost, schedule, and technical achievement of projects. Emphasis is placed on work breakdown structures, schedule charts, network-based management techniques (e.g., PERT and CPM), and cost/schedule control. Other related topics include contracting and product control through design-to-cost, value engineering, system engineering, and technical performance measurement. All topics are related to the project life cycle concept. Practical exercises and group projects are used to reinforce comprehension and application. This is an intensive course and will require some work outside the classroom.

PREREQUISITES: This course is for individuals whose assignments are, or will be involved with, the management of projects either in a direct or supporting role. The personnel selected for attendance from activities which support project management should be directly related to these support efforts. This course is intended for civilians, GS-11 and above, officers, 0-1 through 0-5, W-1 through W-4, and NCOs, E-6 through E-9. Enrollees should have a minimum of 2 years of college-level education and a minimum of 1 year of experience in one or more of the following areas: Program or project action officer or engineer, computer systems analyst, management analyst, program analyst, or equipment specialist. It is recommended that enrollees bring handheld calculators to the class.

SECURITY CLEARANCE: None.

Course Title: PROJECT PLANNING AND CONTROL WORKSHOP
AMEC-202
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course presents basic principles of project management methodology and demonstrates the use of project

management software running on a personal computer to assist in the planning and control of projects.

SCOPE: This workshop will be custom designed to the installation's requirements. The workshop is designed to give "hands-on" training in project management using project management software running on a personal computer. Appropriate topics include overview of project management principles; work breakdown structure; Gantt charts; project networks; and cost and schedule evaluation. Software for project planning and control will be demonstrated. The length of this course may be tailored to the requirements/capabilities of the intended audience.

PREREQUISITES: Personnel requiring a working level knowledge of basic techniques for planning and managing non-major projects using personal computer project management software.

SECURITY CLEARANCE: None.

Course Title: QUALITY AND RELIABILITY ASSURANCE INTERN PROGRAM AMEC-4
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 26 Weeks

PURPOSE: This program is designed to provide training experiences which will prepare interns for journeyman level positions in the Quality and Reliability Assurance career field at the U.S. AMC major subordinate commands, installations, and activities. Interns completing Phase I will have the background necessary for successful completion of Phases II and III OJT and the potential to attain middle and upper level positions in the career field.

SCOPE: This is a 3 year (maximum) training program structured in three phases. Phase I consists of formal classroom training conducted at U.S. Army Management Engineering College (26 weeks).
Phase II consists of OJT involving rotational assignments at the assigned permanent duty location (PDL) (66 weeks maximum).
Phase III consists of specialized OJT at the PDL (64 weeks maximum).

PREREQUISITES: Candidates are those individuals who qualify for and desire to pursue a career in Quality and Reliability Assurance in AMC. Recruitment and selection of interns is accomplished by the AMC Field Placement Offices and the functional sponsor, Deputy Chief of Staff for Product Assurance and Testing, AMC Headquarters. Those selected must sign a mobility agreement.

SECURITY CLEARANCE: None.

Course Title: QUALITY ASSURANCE FOR COMMERCIAL ACTIVITIES
AMEC-196
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with the requisite tools and knowledge to effectively design quality assurance surveillance plans and perform surveillance of CA.

SCOPE: This course addresses the essential tools and techniques used in the development and implementation of quality assurance surveillance plans for application to CA. Major topics include terminology, basic quality concepts, overview of the CA process, design of surveillance plans including the selection of sampling schemes and surveillance methods, implementation of the surveillance plan, taking/requesting corrective action, and documentation of surveillance results.

PREREQUISITES: This course is primarily intended for quality assurance evaluators and others who are responsible for the development and/or implementation of quality assurance surveillance plans for commercial activity contracts.

SECURITY CLEARANCE: None.

Course Title: QUALITY ASSURANCE ORIENTATION SEMINAR
8D-F21 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide an introduction to DoD Quality Assurance principles; policies and objectives; and fundamental methods and practices required to assure user satisfaction of products and services.

SCOPE: Topics include DoD Quality Policies and Objectives; Materiel Life Cycle Phases and Associated Milestone Activity; TQM Service Quality Assurance; Quality Specifications; Quality Assurance Portion of a Technical Data Package, Measurement, Basic Elements of Reliability and Maintainability; Quality Planning, Quality Costs; and Quality Audits.

PREREQUISITES: This course is designed for personnel entering the quality assurance field; for those from other functions such as procurement, maintenance, and supply, who interface with quality

assurance programs; clerical and administrative personnel in quality assurance activities; and personnel from any functional area who wish to expand their knowledge of quality assurance fundamentals. Nominees from the Quality and Reliability Assurance career field should have less than 3 years of quality assurance experience. There are no prerequisites for those from other career fields.

SECURITY CLEARANCE: None.

Course Title: QUALITY ASSURANCE PROVISIONS ENGINEERING
AMEC-60
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: If quality is to be a way of life, it is imperative that clear and explicit QA provisions be established and followed throughout the materiel life cycle. This course is designed to provide the enrollee with the ability to assure the development of effective QA provisions and with a working knowledge of the guidance and policies which govern the development, preparation, application, and evaluation.

SCOPE: This course addresses the Army Product Assurance and Test philosophy, policies, and guidance for the preparation of QA provisions. It provides practical exercises in the preparation of QA provisions for specifications, drawings, Depot Maintenance Work Requirements (DMWRs), and Storage Serviceability Standards (SSS). The course examines methods and formats for incorporating QA provisions into requirements documents at the appropriate points in the life cycle.

PREREQUISITES: This course is designed for personnel who are presently engaged in, or have imminent assignments to, the development of technical quality assurance provisions or the review and evaluation of provisions developed by contractors or other organizations. Enrollees should have successfully completed the course Statistical Quality Control (8D-F23) or its equivalent.

SECURITY CLEARANCE: None.

Course Title: QUALITY CIRCLE FACILITATORS
AMEC-81
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with "hands-on" capability to fully function as a Quality Circle Facilitator at the HQs, MSCs, or installation level, and to provide Quality Circle training to others. It is also instrumental in the development of productivity and quality team facilitators.

SCOPE: The concept and philosophy of Quality Circles are introduced to the participants. Primary emphasis is placed on the application of techniques and tools that are utilized in successful Quality Circle programs. Specific topics covered include the history of Quality Circles in Government and industry; the role of management, steering committee, coordinator, facilitators, leaders and members; small group dynamics; problem identification and problem solving techniques; analysis techniques of brainstorming, data collection, cause and effect diagram, graph and chart preparation, Pareto analysis, creativity and solution analysis; management presentations, implementation and evaluation. The roles of the coordinator and facilitator are stressed with respect to positive Quality Circle group performance and program implementation.

PREREQUISITES: This course is for personnel who have been designated to coordinate and/or facilitate Quality Circles (or similar organizations) group enhancement or productivity and quality programs for their respective organization. Individual maturity and communication skills are the primary prerequisites for successful accomplishment of the course.

SECURITY CLEARANCE: None.

Course Title: QUALITY INFORMATION SYSTEMS
AMEC-85
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 7 1/2 Days

PURPOSE: Information collection, retrieval, and analysis are essential ingredients for any system to function effectively. This is especially true where corrective action decisions are required. This course is designed to provide journeyman quality, maintenance, and engineering personnel in Army organizations with the skills required to effectively manage and use deficiency report data to resolve hardware problems.

SCOPE: The course will include instruction relative to the actions required to manage Quality Deficiency Reporting procedures, Equipment Improvement Recommendation procedures and will resolve the problems identified therein. It will also include a familiarization with the SYSTEM 2000 syntax and its use to obtain usable data from the Deficiency Reporting System (DRS) data base.

PREREQUISITES: Army personnel who are actively engaged in any phase of the deficiency reporting process or who manage or maintain a DRS data base are eligible for this course.

SECURITY CLEARANCE: None.

Course Title: QUALITY-PRODUCTIVITY IMPROVEMENT TECHNIQUES
AMEC-193
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: The DoD is emphasizing the implementation of TQM and continuous quality improvement in existing systems, as well as new system design. This course is designed to provide the enrollee with a knowledge of the most frequently used concepts, tools, and techniques which bring about continuous quality improvement. The enrollee will learn to systematically analyze a process and identify the characteristics which contribute most to cost, and will be encouraged to foster application of statistical techniques for process analysis, improvement, and design optimization in their programs.

SCOPE: Topics include developing a strategy for existing system improvement and new system design; process identification; review of statistical process control; conventional design and analysis of experiments; the Taguchi method of experimental design; evolutionary operation; and quality function deployment.

PREREQUISITES: The course is designed for personnel involved in management, design, review, and evaluation of both contractor and in-house quality improvement systems. While it is expected that personnel in quality assurance, engineering, and production will gain the most benefit from this course, personnel in other areas will benefit as well. Enrollees should have facility with fundamental arithmetic and algebraic techniques, and should understand the fundamentals of statistical process control. Enrollees are advised to review these fundamentals before attending the course. It is recommended that enrollees become

familiar with the operation or a handheld scientific or statistical calculator and that they bring the calculator to class.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY, AVAILABILITY AND MAINTAINABILITY (RAM) REQUIREMENTS
AMEC-121
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: The development of new systems begins with the consideration of requirements which must be met to satisfy mission objectives. This course is designed to provide the enrollee with the concepts and techniques necessary for the development, optimization, evaluation, and review of system RAM characteristics and how to establish and test user-relevant operational RAM requirements for military systems.

SCOPE: This course will address the development, optimization, evaluation, and review of system RAM characteristics. It will also address the establishment and testing of user relevant operational RAM requirements.

PREREQUISITES: This course is intended for personnel responsible for the development, optimization, evaluation, or review of system RAM characteristics. It is considered a vital course for personnel who are newly involved with the establishment, evaluation, or review of RAM requirements. In order to derive full benefit from this course, enrollees should be familiar with the acquisition process (DoDD 5000.1) and be proficient in algebra, particularly operations involving powers, logarithms, and exponents. Enrollees are encouraged to bring a calculator with a logarithm capability to class.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY AND MAINTAINABILITY ENGINEERING MANAGEMENT
8D-F41 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: If reliable and maintainable systems are to be fielded, Reliability and Maintainability (R&M) tasks and techniques must be properly selected, tailored, and applied in systems acquisition. This course is designed to provide the enrollee with a broad working knowledge of the engineering management methods and techniques applicable to R&M.

SCOPE: This is a course in the R&M engineering and program management fundamentals and stresses Government R&M responsibilities in the areas of establishing and managing R&M programs. Topics include DoD R&M policies, tailoring of R&M program requirements, R&M activities in the acquisition life cycle, and roles and relationships of functional groups which interface with R&M activities during system acquisition. R&M engineering and accounting tasks, practices, and techniques will be discussed to suggest when, how, and why they should be applied during system acquisition. Applicable tools and techniques for reducing program risk, as described in DoD 4245.7-M, Transition From Development to Production, and NAVSOP-6071, "Best Practices", will be discussed during this course.

PREREQUISITES: This is a course intended primarily for individuals currently engaged in R&M whose future assignments may include R&M program management responsibilities for an assigned program or programs. This course is also appropriate for logistics engineers/managers, quality assurance engineers/managers, and other individuals whose duties require them, or will require them, to effectively interface with R&M engineers in systems acquisition. Process familiarity with the system acquisition process (DoDD 5000.1) and knowledge of the fundamentals of probability and statistics are prerequisites for this course. Enrollees are encouraged to bring a hand-held calculator to class.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY AND MAINTAINABILITY OVERVIEW
8A-F30 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: The importance of fielding reliable and maintainable equipment cannot be overemphasized. The R&M status of equipment is dependent on many things; however, success is largely determined by the effective and timely performance of key R&M activities and their integration with other functional activities. This course is designed to provide the enrollee with a general understanding of the DoD philosophy, policies, and life cycle activities associated with R&M programs.

SCOPE: This course provides an overview of the R&M activities associated with each of the life cycle phases for systems and equipment. It is a non-technical course based on the policies contained in DoD Directive 5000.40, "Reliability and Maintainability" and other DoD acquisition directives, such as DoD Directive 5000.1, "Major and Non-Major Defense Acquisition Programs," and DoD Directive 4245.7, "Transition From Development to Production." DoD concepts, definitions and the engineering, accounting, and management activities necessary for sound decision making are discussed along with the relationship of reliability, availability, and maintainability to factors such as cost and logistics support. Interrelationships among R&M, and disciplines such as configuration management, system engineering, logistics and procurement are portrayed. Present DoD and service reliability and maintainability initiatives, lessons learned and risk reduction measures such as those contained in DoD 4245.7-M, "Transition From Development to Production," and NAVSOP-6071, "Best Practices," are discussed in this course.

PREREQUISITES: This course is intended for those who require a basic understanding of R&M programs and practices. It would be particularly beneficial to those in related disciplines and functions (engineering, procurement, maintenance, and logistics) whose work interfaces closely with R&M program activities.

SECURITY CLEARANCE: None.

Course Title: RELIABILITY AND MAINTAINABILITY TESTING
8A-F27 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: Testing is required to prove out a component design and application. Enrollees who complete this course will have a working knowledge of the statistical tests employed to assure the R&M of components, subassemblies, and subsystems.

SCOPE: Testing concepts and definitions, statistical testing methods; R&M tests from military standards, statistical test planning, selection, and application of specific testing methods, and statistical analysis of test results are addressed. Students will obtain knowledge concerning areas of program risk that relate to testing and a discussion of tools for reducing such risk as explained in DoD 4245.7-M, "Transition From Development to Production." Related discussion will cover NAVSOP-6071, "Best Practices", which presents ways to avoid traps that increase program risk. Note that system level R&M testing and system R&M requirements are not specifically addressed in this course.

PREREQUISITES: This course is intended for design engineering and QA engineering personnel whose work responsibilities include component through subsystem reliability qualification, screening, receiving inspection, and other related R&M testing. The broad subject of applied statistics forms the foundation for this course. Nominees for enrollment should have a working knowledge of basic probability, statistical testing, and statistical estimation. It is recommended that nominees have successfully completed at least one college level course in basic probability and statistics or the equivalent. Enrollees are strongly encouraged to bring a calculator capable of handling logarithmic and exponential computations to minimize the computational burden.

SECURITY CLEARANCE: None.

Course Title: SOFTWARE ENGINEERING IN ADA
AMEC-139
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 1/2 Days

PURPOSE: This course is designed to provide the Ada Programmer with software engineering to enhance the skills necessary to

design and develop computer applications implemented in the Ada Programming Language.

SCOPE: This course will focus on software design and Ada implementation as these elements relate to the software life cycle. The design methodology presented is object-oriented design. Program and system development techniques include using and producing reusable subprograms, packaging strategies, and exception handling. Students will use the techniques presented to design and develop a system of modest complexity.

PREREQUISITES: Those intending to develop systems in the Ada language or intending to use Ada as a design language are eligible for this course. Enrollees must have successfully completed the course, Ada Programming, AMEC-140.

NOTE: Host installations must provide students access to a validated Ada compiler and ensure no more than two students per classroom terminal.

SECURITY CLEARANCE: None.

Course Title: SOFTWARE QUALITY ASSURANCE
8D-F42 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: As the size, complexity, and criticality of software has increased, so has the need for understanding the steps in developing and acquiring reliable software. Towards this end, it is intended to provide the enrollee with an understanding of software terminology and concepts as well as the software acquisition and development process including requirements, definition, design factors, and quality aspects in the development and monitoring of software acquisition and deployment.

SCOPE: Software topics discussed will include software terminology, DoD policies relating to software engineering, software development methods, testing and evaluation of software, reviews, maintenance considerations, and Software Quality Assurance (SQA) plans. Throughout the course, the emphasis is on factors related to the development and acquisition of high quality software. Students will discuss the program risk reduction tools of DoD 4245.7-M, "Transition From Development to Production," and related "Best Practices" (NAVSOP-6071) as they pertain to software

activities for system acquisition. A great deal of attention is focused on early design phase topics, as well as testability and test case design.

PREREQUISITES: Personnel whose current or pending assignment requires a knowledge of how to develop and implement contracts to assure quality and reliability of software and to manage/monitor the development of software are eligible for this course. Personnel who design software and who test software will also benefit from this course.

SECURITY CLEARANCE: None.

Course Title: SOFTWARE VERIFICATION AND VALIDATION
8D-F43 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: As the size and criticality of software projects increase, so does the need for more reliable software. This course presents techniques to verify the correctness of software in order to ensure mission success.

SCOPE: Analysis and testing techniques are discussed, as well as assertion methods and other tools and techniques to verify software. Management issues are also discussed, such as when to do verification and validation, lessons learned, and estimating verification costs. Also discussed are tools from DoD 4245.7-M, "Transition From Development to Production," and "Best Practices," NAVSOP-6071, associated with software activities throughout system acquisition.

PREREQUISITES: Personnel whose current or pending assignment requires a knowledge of how to test, verify, and validate software, or to monitor/manage or contract out for such an activity are eligible for this course. This includes all types of software, from C3I systems to office automation software, on any sort of hardware configuration. It is strongly suggested, but not mandatory, that students have a familiarity with a programming language of some sort.

SECURITY CLEARANCE: None.

Course Title: SPECIAL TOPICS IN QUALITY AND RELIABILITY
AMEC-45
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1-5 Days

PURPOSE: Frequently, a need arises to fill a knowledge void with a special block of training. Usually, this is in response to an immediate, unforeseen requirement. This course is designed to provide a quick response to these one-time or short-term needs for specific training of field personnel in quality, reliability, availability, and maintainability management or technology.

SCOPE: Course content is flexible and may include modules selected from current U.S. Army Management Engineering College course offerings, or the course content may be specially developed material for a particular situation or group of attendees. The type of educational format may be varied to fit the subjects selected and learning objectives of the class. The course configuration will be based upon mutual agreement between the College and the requesting organization.

PREREQUISITES: Attendees should be in positions requiring immediate application and knowledge of the quality, reliability, availability, and/or maintainability topics included in the course. Qualifications necessary for attendance will be determined by the College and the host installation to conform to topics to be presented and the planned depth of technical coverage.

SECURITY CLEARANCE: None.

Course Title: SPECIALIZED RELIABILITY DESIGN
AMEC-165
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: Reliable, maintainable equipment has its genesis in the design process. Designers are faced with the monumental task of "designing in" reliability and maintainability while at the same time considering all other requirement criteria. In this course, the enrollee will be provided a working knowledge of a variety of tools and techniques which are useful when considering RAM requirements in specialized reliability design.

SCOPE: Course material is presented from the viewpoint of designing to reduce program risks. Therefore, in addition to

discussion of select design tasks from MIL-STD 785B, students will be taught program risk reduction methods from DoD 4245.7-M and techniques for utilization of best practices as explained in NAVSOP-6071. Topics to be covered in this course are Introduction to Specialized Reliability Design; Sneak Circuit Analysis; Environmental Stress Analysis; and Resiliency Considerations.

PREREQUISITES: This course is designed for engineers and scientists associated with the design and development of military systems. Nominees should have an engineering or science background and positions which are related specifically to military hardware systems design and development. Enrollees should bring a calculator to class.

SECURITY CLEARANCE: None.

Course Title: STANDARDS DEVELOPMENT AND APPLICATION FOR MANPOWER MANAGEMENT
AMEC-128
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Weeks

PURPOSE: This course will provide the enrollee with the requisite tools and knowledge to effectively participate as a team member in the development and application of the Army Manpower Staffing Standards System (MS-3).

SCOPE: Enrollees are presented with the techniques and procedures used in the development of manpower staffing standards. The work center definition process is covered. The phases of the staffing standards development process as prescribed by AR 570-5 are presented with emphasis on how each fits into the overall process. Emphasis is placed on class projects and practical exercises. Successful completion of this course will enable the enrollee to accomplish prescribed tasks within each basic area of the staffing standards development and application process.
Major emphasis will be placed on the following topics: Study Development Plan; Work Center Definition; Workload Factor Identification; Measurement Plan Development; Premeasurement Preparation; Workload Data Collection; Input Data Analysis; Model Testing and Selection; Additives, Exclusions, and Deviations; Skills and Grades; Staffing Table Preparation; Requirements Summary Preparation; Standards Validity Assessment; and Standards Update.

PREREQUISITES: This course is for senior analysts assigned, or soon to be assigned, as MS-3 team members who will be developing

Army-common or MACOM-unique staffing standards as prescribed in AR 570-5. The Defense Work Methods and Standards course (7A-F19), or equivalent, is required. The enrollee must possess basic mathematical skills, including algebra, and should be able to communicate effectively in writing. Enrollees who have not had the Defense Work Methods and Standards course, or equivalent, should take the 7-week Manpower Staffing Standards System course (AMEC-115). The Defense Work Methods and Standards course, 7A-F19, in addition to the Standards Development and Application for Manpower Management, AMEC-128, is equivalent to the 7-week Manpower Staffing Standards System course, AMEC-115. Priority will be given to those enrollees directly involved in the MS-3 program. It is suggested that enrollees bring handheld calculators to the class.

SECURITY CLEARANCE: None.

Course Title: STATISTICAL ANALYSIS AND DESIGNED EXPERIMENTS
8D-F33 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 3 Weeks

PURPOSE: This course provides indepth knowledge of the concepts of statistical design of experiments and the techniques of analyzing experimental data and demonstrates the application of these techniques in a hardware testing environment.

SCOPE: Course topics include a review of statistical inference, basic experimental designs, analysis of variance, factorial experiments, randomized block experiments, Latin square experiments, Youden square experiments, nested experiments, mixed factors experiments, experiments involving transformations, regression, and correlation analysis. Statistical computer programs will be used in the analysis of some experimental designs. Enrollees are encouraged to bring problems from their installations to use in class discussions of applications.

PREREQUISITES: This course is for engineers, scientists, management scientists, operations research analysts, mathematicians, reliability and maintainability engineers, quality engineers, economists, and others engaged in statistical analysis activities. The enrollees must have completed a formal statistics course which included confidence intervals and hypotheses testing. Knowledge of calculus is helpful but is not necessary for course completion. Enrollees are encouraged to bring a calculator with memory capability to the class.

SECURITY CLEARANCE: None.

Course Title: STATISTICAL PROCESS CONTROL
8D-F44 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide the enrollee with a working knowledge of the development, implementation, interpretation, and evaluation of a Statistical Process Control (SPC) system.

SCOPE: Topics include the objectives, need for and means of effecting process control; the role of SPC in a process control system; fundamentals of control charts; construction of control charts for attributes and variable data; interpretation, revision, and analysis of control charts; process capability analysis; and SPC implementation strategies.

PREREQUISITES: The course is designed for personnel involved in reviewing and evaluating contractors' quality programs and inspection systems, as well as personnel involved in implementing an SPC program. Enrollees should have a working knowledge of fundamental arithmetic and algebraic techniques. Of primary importance is the addition, subtraction, multiplication, and division of numbers, including decimal and fractional values, plus the determination of powers and roots. Enrollees are advised to review these fundamentals before attending the course. It is recommended that enrollees become familiar with the operation of a hand-held scientific calculator and that they bring the calculator to class.

SECURITY CLEARANCE: None.

Course Title: STATISTICAL QUALITY CONTROL
8D-F23 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: Recently, there has been a great deal of renewed emphasis on "quality" and "quality control." A cornerstone of quality control for the past 50 years has been the statistical aspects of process controls and acceptance sampling. This course

is designed to provide the enrollee with a working knowledge of the basic statistical techniques currently utilized in the application, interpretation, and evaluation of process controls and acceptance sampling plans.

SCOPE: Topics include statistical and probabilistic concepts and their applicability to quality control activities, statistical process controls, process capability analysis, the selection and evaluation of sampling plans, and the administrative and technical procedures for sampling inspection by attributes and variables.

PREREQUISITES: The course is designed for individuals such as quality assurance specialists, engineers, and supervisors engaged in inspection, quality control, and quality assurance activities. It should be a part of the individual development plan for everyone in quality assurance and related positions. It is a prerequisite for much of the follow-on quality assurance training. Satisfactory performance in this course is not likely without facility in fundamental arithmetic and algebraic techniques. Of primary importance is the addition, subtraction, multiplication, and division of numbers, including decimal and fractional values, plus the determination of powers and roots. Enrollees are advised to review these fundamentals before attending the course. It is recommended that enrollees become familiar with the operation of a handheld scientific calculator and that they bring the calculator to class.

SECURITY CLEARANCE: None.

Course Title: STATISTICAL QUALITY CONTROL INSTRUCTOR INSTITUTE
8D-F23A (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to develop and accredit qualified individuals as instructors of the Statistical Quality Control (SQC) course (8D-F23). The accreditation process is intended to provide organizations with an in-house capability to accommodate training needs in this course which cannot be satisfied directly by the U.S. Army Management Engineering College faculty.

SCOPE: The subjects, learning objectives, instructional aids, exercises, problems, and examinations associated with the basic course are discussed with instructor candidates so that a thorough

understanding of all technical material is achieved. Course materials and the daily outline of instruction are carefully reviewed so that the enrollee has a full comprehension of when and how subjects should be presented and instruction paced. Teaching principles are discussed so that maximum training effectiveness may be attained. During the Institute each enrollee will be required to present assigned topics before the class and complete a comprehensive examination in order to evaluate the candidate's ability and determine whether or not the candidate should be accredited. Successful completion of all course requirements will result in a certificate of accreditation as a U.S. Army Management Engineering College instructor for the course.

PREREQUISITES: Individuals slated to conduct SQC training for their organization should attend this course. Nominees should have had considerable experience in the various subjects contained in the SQC course and have completed the U.S. Army Management Engineering College course within the past 3 years with a grade of B or better. Candidates should have instructor potential and the ability to speak before a classroom size group during the presentation of course material. Prior to attendance at the Instructor's Institute, the candidate must thoroughly review and become familiar with the materials and subject matter of the basic course.

SECURITY CLEARANCE: None.

Course Title: STRATEGIC PLANNING
AMEC-189
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This course will provide the tools, applications, and knowledge necessary to understand and implement the strategic planning process. The student will be prepared to plan, conduct and implement an organizational strategic plan using a process adaptable to any organization.

SCOPE: This course provides the student with the tools and techniques to define, analyze, develop, and implement corporate planning; defining the organization's mission; analyzing the current environment, capabilities, and opportunities of the organization; developing assumptions; setting objectives and strategy; and implementation of the process and plan.

PREREQUISITES: This course is for personnel who are or will be involved in the strategic planning process for their organization. The candidate should be GS-11 or above, or their military equivalents, who have had job experience that will facilitate the comprehension and application of the strategic planning process.

SECURITY CLEARANCE: None.

Course Title: STRUCTURED COBOL PROGRAMMING
7E-F11 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide personnel having no previous COBOL experience with the fundamentals of ANS COBOL programming. The format, structure, and content of the COBOL language will be explained and reinforced through designing, coding, and executing a variety of typical COBOL applications.

SCOPE: This course presents the fundamentals of ANS COBOL and COBOL program design emphasizing structured programming techniques in order to produce quality programs and increase productivity. An explanation of the four divisions of a COBOL program and their related entries will be provided. Exercises are presented in a progressive manner with each exercise serving as a building block for subsequent material. Enrollees will design, code, and execute COBOL programs on a computer. Maximum opportunity is provided for individual instruction and assistance through emphasis on workshop sessions and in-class discussion of individual problems.

PREREQUISITES: This course is for personnel who will be required to write or maintain COBOL programs. It is also for computer programmers, computer systems analysts, and computer specialists requiring a knowledge of COBOL. The prerequisites are a knowledge of the basic concepts of internal memory, stored programs, hardware configurations, and sequential file processing.

SECURITY CLEARANCE: None.

Course Title: SUMMARY LEVEL STANDARDS
AMEC-93
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the skills necessary to develop a system to collect and analyze man-hour and workload performance data and to develop summary level standards that can be used for manpower management, resource management, budgeting, productivity, and summary efficiency data.

SCOPE: The enrollee will be presented the concepts of summary level standards and their applications. Differences between levels of standards will be emphasized. Types of standards, how summary level standards differ from traditional work measurement standards, and establishment of summary level standards will be discussed. Uses of summary level standards for setting budgets, developing manpower levels, and measuring productivity and efficiency will occur. The work unit concept will be stressed, along with emphasis on the work center, work center description, methods analysis for productivity and quality enhancement, study design, development, execution, and the study report. Historical data and the use of sophisticated data analysis techniques will be emphasized. These techniques consist of operational audit, sampling and sampling theory, hypothesis testing, goodness of fit, regression and correlation analysis, and multiple regression. Manpower requirements, including grade and skill determination, will be included.

PREREQUISITES: This course is for work measurement of manpower analysts who are currently working on, or about to be working on, developing summary level standards. The enrollee must have attended the Defense Work Methods and Standards Course, 7A-F19 (JT), and be proficient in algebra and college-level statistical concepts. Enrollees are encouraged to bring a handheld calculator to the class.

Onsite presentation is contingent on the availability of necessary computer support.

SECURITY CLEARANCE: None.

Course Title: SUPERVISORY PLANNING AND CONTROL TECHNIQUES
AMEC-157
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will identify, explain, and interpret the managerial competencies required to plan, task, and control organizational progress towards objectives. Emphasis will be on that material which first-line supervisors of small organizational elements use to plan operations, conduct action-item planning, task subordinates, and monitor and evaluate organizational progress towards assigned goals.

SCOPE: This course will assist first-line supervisors in planning organizational work, tasking subordinates, and monitoring and evaluating group efforts. It introduces and overviews a variety of management engineering/management analyst techniques which can be applied by first-line supervisors planning and controlling organizational efforts. Topics will include, but not be limited to; analyzing one's mission, zeroing in on the important tasks, evaluating and applying work planning and control techniques, such as flow process charting, PERT and GANTT charting, forecasting workload and resources in organizational work, considering costs, establishing organizational direction, and tasking and monitoring subordinate performance.

PREREQUISITES: This course is designed for the first level supervisor who has less than 3 years experience. It is particularly suitable for a newly appointed, first level supervisor. However, it also is appropriate for a more experienced first-level supervisor who has need for training or review. It is not designed for people in the work planning and control business (i.e., production planners/controllers). This is one of three courses designed to improve first-level managerial performance. First-level supervisors are encouraged to attend all three courses, since each course addresses different managerial competencies (SPCT, LTB, and MDS).

NOTE TO TRAINING COORDINATORS: This course can be tailored to your operational needs and held at your installation. Attendees should be in positions in which they actually do plan and monitor work and task subordinates.

SECURITY CLEARANCE: None.

Course Title: SYSTEM ENGINEERING
4A-F7 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will describe and explain system engineering theory, processes, procedures, and managerial practices to assure that the definition and design of a system achieves its required effectiveness at minimal unit production and life cycle costs within the required schedule at well defined risk.

SCOPE: Topics covered include steps of the system engineering process: Functional analysis, synthesis, evaluation and decision, and description of the elements. Specific techniques include the functional flow block diagram, requirements allocation sheet, work breakdown structure, design-to-cost influence, and others that can be used to integrate the technical aspects of a total system. Selected Willoughby Templates are discussed. Also covered is the management of the system engineering process in planning and controlling the technical performance of a system/project from receipt of a requirements document for a system or material item to its entry into the operational inventory and to its eventual obsolescence. Practical exercises and case studies are used to reinforce comprehension, adaptation, and application of the system engineering procedures. Emphasis is placed on using the system engineering process as an effective approach to the development of a total system and the examination of the integrating functions of system engineering management.

PREREQUISITES: This course is specifically designed for project engineers/managers and technical personnel concerned with the conception, development, acquisition, fielding, and modification of materiel systems and end items. This course is intended for civilians, GS-11 and above, and officers, 0-1 through 0-5. A minimum of 1 year's experience is required in one or more of the following areas: Research and development, engineering, system acquisition, procurement or project control. Nominees should have a college degree in engineering or physical sciences. A recommended entry level course is Project Planning and Control Techniques, 5L-F1, or equivalent.

SECURITY CLEARANCE: None.

Course Title: SYSTEM 2000 FOR FUNCTIONAL USERS
AMEC-42
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course will provide the functional user with the knowledge necessary to productively use the SYSTEM 2000 data base management system. Emphasis will be placed on the inquiry commands used for retrieval of information from a data base.

SCOPE: Course content will provide a brief overview of data base management concepts in general and SYSTEM 2000 in particular, and will describe the evolution and major features of data base management systems. Emphasis will be on the use of remote inquiry devices and the languages and commands available to access a SYSTEM 2000 data base. Training will involve the use of computer terminals during practical applications of course subjects.

PREREQUISITES: This course is for personnel requiring the skills to use the SYSTEM 2000 inquiry process. Enrollees should be functional personnel whose duties require an operational knowledge of SYSTEM 2000 retrieval procedures. A knowledge of computer terminology and systems would be helpful, but is not necessary.

SECURITY CLEARANCE: None.

Course Title: SYSTEM 2000 PROCEDURAL LANGUAGE EXTENSION
AMEC-41
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the computer programmer with the skills required to efficiently access a SYSTEM 2000 data base witnin COBOL application programs.

SCOPE: The course describes the use of the Procedural Language Extension (PLEX) feature of the SYSTEM 2000. Specific topics include SYSTEM 2000 basic review, procedural language introduction, data declaration statements, control and retrieval statements, and update operations. Each PLEX command is discussed to define its required syntax, functions, and effect. The supporting concepts are covered in detail in order to produce the most efficient and productive PLEX program. A variety of workshop problems will be utilized to reinforce lecture topics.

PREREQUISITES: This ccurse is for computer data processing personnel who are experienced in writing COBOL application programs. Completion of the Introduction to SYSTEM 2000 (AMEC-39) course and experience in COBOL programming is required.

SECURITY CLEARANCE: None.

Course Title: SYSTEM 2000 SELF-CONTAINED FACILITY
AMEC-40
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide enrollees with the knowledge and expertise to design the hierarchical data base structure inherent to the data base management system, SYSTEM 2000 (S2K), and to efficiently utilize the commands of the S2K inquiry capability (the Self-Contained Facility (SCF)), to obtain the data necessary to resolve functional needs.

SCOPE: This course will cover the data base definition, retrieval, and update processes in the SCF. Specific topics include the process of data base design and definition, and a detailed discussion of the format and syntax of the commands used for retrieval and update of data using the QUEST and QUEUE languages.

PREREQUISITES: This course is for computer personnel who will design and utilize data bases for functional specialists who need SYSTEM 2000 languages for data base access. Candidates should be data processing personnel who have completed Introduction to SYSTEM 2000 (AMEC-39) which provides a foundation for this course. Training sites must provide access to the S2K software, the vendor's test data base, the applicable vendor manuals, and necessary computer equipment (computer terminals preferred).

SECURITY CLEARANCE: None.

Course Title: TECHNICAL ANALYSIS OF CONTRACTOR COST PROPOSALS FOR EMBEDDED COMPUTER SYSTEMS
8D-F37 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course provides definitions and descriptions of policies, procedures, and practices in the development and acquisition of embedded computer systems, and methods of performing technical analysis of contractor cost proposals for embedded computer systems, with emphasis on computer software. (Embedded computers are included in the term, "mission-critical computer resources.")

SCOPE: This course covers an introduction to Mission Critical Computer Resources (MCCR); DoD policy initiatives and standards pertaining to MCCR; and overview of the development of computer systems; relationship between hardware and software life cycles; discussion of activities that occur in the development of embedded computer software; DoD standards for software development; software testing and evaluation; discussion of software development cost drivers; software sizing; methodologies for software cost estimating; and software cost proposal evaluation. Case studies and practical exercises are used to provide opportunities to use techniques presented. The course is designed to provide the participant with knowledge needed to perform a Technical Analysis of a Cost Proposal (TACP) that includes software for an embedded computer. Detailed instruction on how to perform a TACP is not covered in this course.

PREREQUISITES: This course is for DoD engineers and others who evaluate contractor cost proposals on equipment/systems with embedded computers. This course is intended for civilians, GS-9 and above, and officers, 0-1 through 0-5. Enrollees should have journeyman level experience in cost estimating and manufacturing methods as pertains to conventional DoD materiel and at least a limited background knowledge in computer technology. The enrollee with limited knowledge in these subjects is advised to do sufficient outside reading and other study as may be necessary to absorb the total course subject matter.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL DATA ACQUISITION AND MANAGEMENT SEMINAR
AMEC-201
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This seminar provides an update of information pertaining to the acquisition and management of technical or engineering data.

SCOPE: The seminar covers the latest changes in policy and procedures of technical data acquisition management at DoD, DA, and local command levels. Changes and revisions to specific reference documents are discussed. Pending changes to procedural documentation, current and future trends within the Government and in the defense industry, are covered. An overview and current status of the Computer-aided Acquisition and Logistics Support (CALS) program are presented.

PREREQUISITES: This course is intended for persons in all grades that work in or have a mission-related interest in technical data acquisition and/or technical data/configuration management. Enrollees should have previously completed a technical or engineering data acquisition and/or configuration management course; or have worked in a mission-related field for 3 or more years.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL DATA PACKAGE DEVELOPMENT/PREPARATION
AMEC-13
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide a detailed explanation and description of the requirements and responsibilities for the development and preparation of Technical Data Packages (TDPs) used for the procurement and production of military equipment.

SCOPE: This course primarily addresses the contents of a technical data package and the methods and procedures necessary to assure its adequacy. Discussion will follow the chronology of the system acquisition cycle. To permit practical application of TDP policy and procedures, enrollees work throughout the course on a series of exercises which occur during the concept/exploration/definition, concept demonstration and validation, fullscale development, and production and deployment phases of the

life cycle system acquisition model. These exercises require the enrollee to accomplish various TDP development and management functions, such as the preparation of a complete TDP that is suitable for competitive procurement; data management; system development and product specifications; drawings; quality and reliability provisions; packaging; and other significant aspects of a TDP. Interrelationships and applicable aspects of such specialties as configuration management, production engineering, and product assurance will be addressed. The Willoughby Templates and CALS will also be discussed.

PREREQUISITES: This course is for personnel engaged in activities directly associated with the preparation and development of technical data packages. Enrollees should be presently involved, or scheduled to be involved, in one or more of the following areas: Research and development, engineering, production, procurement, product assurance, and project management. This course is intended for civilians, GS-9 through GS-13, and officers, O-1 through O-5. Enrollees should have at least 2 years of Government service and a knowledge of the system acquisition cycle of a weapon system to obtain the most benefit from the course. Prior to their attendance, enrollees should review AR 70-37, DoD-STD-480B, and MIL-STD-481B.

SECURITY CLEARANCE: None.

Course Title: TOTAL QUALITY MANAGEMENT FOR EXECUTIVES
AMEC-200
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Days

PURPOSE: This course will provide executives with the knowledge and ability to establish long-range TQM goals and strategies.

SCOPE: This course is based upon the basic principles and objectives of TQM as directed by DoD. Topics include the DoD TQM Master Plan and other official guidance, the need for and awareness of quality improvement, discussion of the quality leaders, the cost of quality, organizing for TQM, institutionalizing culture change, setting long-range goals, and establishing strategies to achieve TQM objectives.

PREREQUISITES: This course is for top-level organization or installation executives. This group would include the Commander, the Executive Officer, their staff, Directors, and their Deputies.

SECURITY CLEARANCE: None.

Course Title: TOTAL QUALITY MANAGEMENT FOR FACILITATORS
AMEC-204
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will enable the attendees to implement and maintain TQM.

SCOPE: The course will provide the enrollees with the tools, techniques, philosophy, and objectives in establishing and monitoring a TQM effort. Topics include the DoD TQM Master Plan and other official guidance, the need for quality improvement, the quality leaders, the TQM process, culture change, organizing for TQM, setting short-term goals and strategies, the customer/supplier relationship, performance and quality measures/ indicators, the hierarchy of work units, TQM tools and techniques, barrier identification and elimination, and the cost of quality.

PREREQUISITES: This course is for TQM coordinators, first-line supervisors, facilitators, and those people who will be involved with implementing and maintaining TQM. It is required that enrollees bring a handheld calculator with a square root function to the class.

SECURITY CLEARANCE: None.

Course Title: TOTAL QUALITY MANAGEMENT FOR MANAGERS
AMEC-203
Location: Onsite by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course is designed to provide enrollees with the knowledge and ability to plan and maintain TQM.

SCOPE: This course will provide enrollees with an understanding of the basic principles, objectives, methods, and practices used by DoD in implementing and managing TQM. Topics include implementing TQM; productivity-quality relationships; organizing for TQM; setting midterm goals and strategies; developing quality and efficiency indicators; identification of internal/external customers and suppliers; operational planning; an overview of tools and techniques; implementations, creating a master plan, cost of nonconformance; evaluation, and corrective action.

PREREQUISITES: This course is designed for upper and middle managers who will be involved in implementing and maintaining TQM. It is recommended that enrollees bring a hand-held calculator to class.

SECURITY CLEARANCE: None.

Course Title: UNIX SHELL PROGRAMMING
AMEC-137
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This course is designed to provide instruction in the use of the Shell command interpreter as a programming language in order to increase productivity in a UNIX environment.

SCOPE: Topics covered include Shell command files, debugging Shell programs, variables and parameters, parent and child processes background processing, interactive input, program control structures (if, while, until, for, and case) in-line documents, and interrupts and traps. Lecture topics will be heavily reinforced with hands-on interaction in a workshop mode using the VI editor.

PREREQUISITES: This course is intended for programming personnel whose pending duties require a knowledge of Shell programming techniques for applications development. Students should understand the basic fundamentals of UNIX and the Shell as presented in the course, Introduction to UNIX and the Shell, AMEC-135. A working knowledge of VI is presumed. Any installation hosting this course must be able to provide a UNIX environment and ensure no more than two students per classroom terminal. Coordination with an onsite support representative will be required prior to conducting this course.

SECURITY CLEARANCE: None.

Course Title: VALUE ANALYSIS FOR ADMINISTRATIVE AND SERVICE ACTIVITIES
AMEC-131
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the enrollee with the facility to apply a set of techniques that may be used for the identification of unnecessary costs and functions in administrative and service activities. The objective of the course is to enhance organizational productivity and quality through the application of value analysis (value engineering) in other than engineering design and hardware areas.

SCOPE: The course content, exercises, and group projects are designed to present and apply value analysis methodology in administrative and service areas. Identification and analysis of function and cost, value and worth concepts, creativity and improvement methods, design/redesign are introductory topics. Primary emphasis is then placed on three key Value Analysis (VA) areas: Organizational VA, systems VA, and procedural VA. The relationship between VA, other DoD and DA programs is also discussed.

PREREQUISITES: This course is for personnel whose primary duty involves the management analysis and/or the productivity enhancement function for their organization or functional review team (i.e., OERP, CA, VE, etc.). This course is designed primarily for introductory through journeyman level analysts and other staff. Enrollees are encouraged to provide actual VA project data or proposals for class project work and discussion.

SECURITY CLEARANCE: None.

Course Title: VALUE ENGINEERING EXECUTIVE SEMINAR
7A-F45 (JT)
Location: Onsite Only by U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 4 Hours

PURPOSE: This course will provide executive-level personnel within the DoD a basic understanding of the benefits to be obtained from a well-executed Value Engineering (VE) Program and the need for total management support.

SCOPE: This course covers an overview of the DoD VE Program and Techniques, benefits to the individual manager and DoD, obtaining support for VE from within DoD and from contractors, and examination of the impact of management attitudes and actions on the DoD and local VE program.

PREREQUISITES: This seminar is for executive personnel who have an interface with VE in the areas of engineering, logistic support, contracting, procurement, production, technical or economic evaluation, and audit.

SECURITY CLEARANCE: None.

Course Title: VSAM FOR APPLICATION PROGRAMMERS
AMEC-125
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will introduce journeymen programmers and computer specialists to IBM's Virtual Storage Access Method (VSAM) and the techniques used to establish, maintain, and productively use a VSAM system.

SCOPE: The course covers the key areas of interest for applications programmers who will be working in a VSAM environment. Discussion includes the IDCAMS utility, VSAM cataloging, VSAM access methods and organizations, and using VSAM in the COBOL 74 environment. Topics include: VSAM User Catalogs, Entry Sequenced Data Sets, Key Sequenced Data Sets, Relative Record Data Sets, Alternate Indexes and Paths, and the ISAM Interface Facility.

PREREQUISITES: This course is for experienced computer programmers and computer specialists that are, or will be, programming using VSAM. Enrollees must have been trained and have good working knowledge of COBOL and Job Control Language.

NOTE: This course requires a large scale IBM Mainframe with OS/VS1 or MVS and disk drive available for class use.

SECURITY CLEARANCE: None.

Course Title: WHITE COLLAR PRODUCTIVITY
7A-F65 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide the capability to apply proven methods and techniques to measure and improve productivity of service functions within DoD organizations.

SCOPE: This course addresses productivity measurement of "knowledge" (white collar) workers in functional elements of DoD and other Federal Government organizations. These include engineering, accounting, resource management, research and development, and other white collar operations. The major emphasis is on selecting appropriate outputs and measurement systems and how this can result in improved performance. The course also discusses techniques for improving white collar productivity, such as systems and procedure charting, time management, simplified communication (oral and written), improved work schedules, and office automation. The thrust of these white collar enhancements is toward the "paperless office."

PREREQUISITES: This course is for managers and supervisors, grades GS-11 and above, or military equivalent, who manage knowledge workers. The course is also intended for those staff personnel who review the productivity of white collar organizations. It is requested that enrollees bring a handheld calculator to the class.

SECURITY CLEARANCE: None.

Course Title: WORK PLANNING AND CONTROL SYSTEMS
7A-F21 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 Weeks

PURPOSE: This course will provide the principles and fundamentals of sound work planning and control necessary for the design of new efficient and effective systems or the redesign of current work planning and control systems for the enhancement of productivity and quality.

SCOPE: The importance and relationships of the following work planning and control functions are addressed: Forecasting, job acceptance, product planning, process planning, time estimating,

general resource planning, scheduling and loading, and various aspects of control. Attention is given to the need to plan and coordinate the performance of these functions in an integrated manner. The importance of management information systems to the integration of work planning and control functions is also considered. A number of specialized techniques are presented. These include statistical forecast control, line of balance, network-based management techniques, value engineering, work measurement, break-even analysis, and economic order quantity determination. Each student is required to write a course paper relating subject matter to their work environment.

PREREQUISITES: This course is for personnel requiring training in the design or operation of sound work planning and control systems in all types of installations and activities. Training in work planning and control is most useful for industrial engineers, management analysts, planners, estimators, schedulers, managers, and supervisors. The course would be especially appropriate for interns, those in upward mobility positions, or new Government employees entering the above areas. Experience has shown that proficiency in the use of fundamental algebraic techniques and mathematical symbols is desirable. Enrollees are advised to review these fundamentals prior to attendance. A handheld calculator with a square root function is necessary for use in this course.

SECURITY CLEARANCE: None.

Course Title: WORKSHOP FOR MANAGERS OF RESEARCH AND DEVELOPMENT ACTIVITIES
5L-F2 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 1 Week

PURPOSE: This course will provide knowledge of the latest developments in planning, organizing, directing, and controlling Research and Development (R&D) efforts.

SCOPE: R&D managers are accorded the opportunity to meet experienced research and development managers from industry, academia, and Government. Through these guest lectures and class discussions, case studies, and workshop sessions, they will acquire and exchange the latest managerial techniques for solving problems associated with selecting, planning, organizing for, evaluating the progress of, and controlling research and development efforts. Typical topics include productivity

measurement and enhancement methods, research project selection; basic functions of management as related to R&D; project planning and resource allocation; budgetary concepts in R&D organizing and staffing R&D projects; contracting for R&D; and evaluating progress and project control. Additional topics of current interest may be selected.

PREREQUISITES: This course is for those actively involved in the management of R&D and for those who need to know more about the special problems associated with managing R&D. Individuals attending this course should be current or potential managers of R&D activities. It is suggested that priority be given to military managers O-4 and above and civilian managers GS-12 and above.

SECURITY CLEARANCE: None.

Course Title: WORKSHOP IN QUALITY ASSURANCE MANAGEMENT
8D-F45 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: The purpose of this workshop is to provide quality assurance managers with the opportunity to examine and discuss current, relevant issues with their peers and knowledgeable, invited speakers.

SCOPE: A separate subject or theme of current importance and interest in the QA arena will be announced prior to each scheduled workshop. Workshop sessions will emphasize the identification of problems facing QA managers in the subject area and the weighing of feasible solutions. Enrollees will be expected to present and candidly discuss selected relevant problems of their own and contribute to the solution of problems presented by others.

PREREQUISITES: Individuals responsible for overall management of QA programs or major segments thereof are encouraged to attend. Priority consideration will be given to those in grades GS-12 and above or their military equivalent. Since this course examines current topics, each offering is unique, and repeated attendance may be appropriate.

SECURITY CLEARANCE: None.

Course Title: WORKSHOP IN RELIABILITY AND MAINTAINABILITY PROGRAM MANAGEMENT
7A-F28 (JT)
Location: U.S. Army Management Engineering College
Rock Island, IL 61299-7040
Length: 2 1/2 Days

PURPOSE: This workshop provides the enrollee with the important opportunity to examine current, relevant problems in R6M program management, to discuss such topics with persons having like responsibilities, and to hear invited experts present their views on current issues and problems.

SCOPE: Each workshop will examine high visibility topics which are of current interest to the R&M program manager. The format and content of the workshop will be flexible but will address topics with the goal of developing solutions to problems of immediate interest and concern. Presentations will be made by our faculty and recognized individuals from Government, industry, and the academic community. Enrollees should be prepared for active participation in discussions in order to obtain maximum benefit from the workshop.

PREREQUISITES: This course is designed for individuals working in R&M program management and for those having management responsibilities in areas such as design, logistics, quality assurance, etc., but who share a common interest in the subject of the workshop. Since this course examines current topics, each offering is unique and repeated attendance may be appropriate. Enrollee's current or future assignments should involve either R&M program management responsibilities or share interest in the workshop topic. Priority will be given to personnel at or above the GS-12 level, or their military equivalent.

SECURITY CLEARANCE: None.

SECTION C

U.S. ARMY DEFENSE AMMUNITION CENTER AND SCHOOL
Savanna, IL 61074-9639
SPONSOR No. 1988

SCHOOL INFORMATION

GEOGRAPHIC LOCATION AND CLIMATE: The U.S. Army Defense Ammunition Center and School (USADACS) is located at the Savanna Army Depot activity which is approximately 150 miles west of Chicago, IL; 60 miles north of Moline, IL; 40 miles south of Dubuque, IA; 30 miles north of Clinton, IA; and 7 miles north of Savanna, IL. The area has an average summer temperature of 83 degrees and a daily winter average of 30 degrees. There are approximately 27 days a year when the temperature is 90 degrees or higher and about 12 days a year of below-zero weather.

ENROLLMENT: The primary mode of enrollment for the Ammunition School courses is via the Army Training Requirements and Resources System (ATRRS). Training officers have access to this system via either hard-wire or dial-up computer links. The ATRRS contains full information on the schedule for the school's classes, the allocation of quotas in these classes, and a registration system to enroll students in each class (including a waiting list for unused quotas in the class). Provisions exist to manually accomplish registration procedures for those school's customers who do not have access to ATRRS. Foreign military students may attend courses identified in the catalog but must attain an English Comprehension Level (ECL) test score of 70 percent for all courses except for Conventional Ammunition Orientation (AMMO-C-16) for which ECL score of 80 percent is required.

Employees of private organizations under contract to a DoD component may attend the Ammunition School courses provided the DoD component certifies in writing that a valid requirement for attending the course exists. Nomination must be processed through the DoD component's appropriate Agency coordinator. A tuition charge for all non-DoD and private industry students attending USADACS will be assessed in accordance with current DoD, AMC, and service directives. Exact charge for a specific course can be ascertained by telephoning the School Secretariat at (815) 273-8934. Non-DoD agencies will be billed after course attendance for tuition. Industry must pay tuition before attendance.

Inquiries relative to quota allocations and student information should be referred to the office of the School Secretariat, AUTOVON 585-8934 or commercial (815) 273-8934. Correspondence to the Ammunition School should be addressed as follows: Director, U.S. Army Defense Ammunition Center and School, ATTN: SMCAC-ASA, Savanna, IL 61074-9639.

NONAVAILABILITY OF QUARTERS AND MESSING: There are no Government quarters available at USADACS. Students are responsible for arranging their own housing prior to the scheduled starting time and date of the course they are to attend. To assist in arranging for hotel and motel reservations, a listing of facilities in the area will be sent to all prospective students by the School Secretariat. Hotel and motel reservations will not be made by the school. There is no Government mess at USADACS. A contractor food service is available in building 20 in the school area. The hours of operation are 0700 until 1430. Vending machines are available in building 9.

A copy of a message from HQDA (CEHSC-H) which provides a listing of worldwide Army installations without Government quarters and/or dining facilities will be given to all students in lieu of nonavailability of Government quarters and/or messing statements.

REGISTRATION: Classes at USADACS are conducted from 0745 to 1545. All students are required to stop at the main gate for reporting instructions. Four copies of travel orders are required from AMC students and two copies from all others at time of registration.

TRAVEL: Airports within 60 miles of USADACS are located at Moline, IL; Dubuque, IA; and Clinton, IA. Rental car agencies are also located in those cities.

Due to nonavailability of on-post quarters and of mass transit systems, students do require personal transportation during tenure at USADACS. Privately-owned vehicles and rental cars operated at USADACS must be registered with the Security Office. A temporary registration decal will be issued on the day of arrival.

Rental cars authorized and financed from AMC central funds for AMC students will be utilized to support several students as grouped by the School Secretariat. AMC activities can assure expeditious receipt of fund cites by early identification of mode of travel and rental car drivers. There is no early dismissal of classes on the last day of class. Travel arrangements should be made accordingly.

MAIL: Personal mail should be addressed to your motel. Official mail should be addressed in the following manner:

Director
U.S. Army Defense Ammunition Center and School
ATTN: SMCAC-ASA
Savanna, IL 61074-9639

FINANCE: Students attending classes at USADACS should make suitable arrangements prior to departure from their home stations to provide themselves with maximum funds for the TDY period. No local disbursing office is available. Advance should be given for the entire TDY period in accordance with JTR Vol. II, C1102. TDY funding is furnished by USADACS for AMC military and civilian personnel from AMC central funds.

ATTIRE: Students should wear casual business attire. Civilian students are expected to adhere to certain standards of appropriate dress while attending classes, such as open neck sport shirt with slacks for men and blouse or sweater with slacks or skirts for women. Sandals, sweatshirts, tank tops, and shorts are inappropriate. Blue jeans are not acceptable except for range exercises. Military personnel are not required to wear uniforms to class.

Safety shoes and safety glasses must be worn during hardware-oriented practical exercises. (See applicable course prerequisites.) These items must be provided by the home installation.

MEDICAL CARE: Limited medical facilities are available at the Occupational Health Nursing Office, Building 29. A nurse is on duty during working hours (0730 - 1600). Arrangements to visit the Health Nursing Office will be coordinated with the instructor and the school Secretariat Office. All absences from school will be reported to the student's home installation.

GRADES: The minimum passing grade is 75 percent. Grades are recorded and maintained at USADACS and are furnished to the home station. A student is normally returned to his home station whenever it is determined that successful completion is not mathematically possible.

METHODS OF INSTRUCTION: Training is conducted by means of directed discussions, classroom/conference, demonstrations, practical experiences, field trips, case studies, and laboratory tests. Training is enhanced by video tape programs produced by the TV Production Specialist. USADACS offers the student opportunities to observe studies of Materials Handling Equipment and operation of Ammunition Peculiar Equipment. Students observe engineering experiments conducted by the Evaluation Division, as well as procedures of the Storage and Outloading Division. The Operations Assistance and Review Office provides the school with the latest doctrine and feedback data resulting from worldwide liaison visits to the field and review of procedures. Full utilization is made of munitions and equipment used in storage, maintenance, and surveillance operations at the Installation.

SECTION C

U.S. ARMY DEFENSE AMMUNITION CENTER AND SCHOOL

COURSE DESCRIPTIONS

Course Title: AIR DEFENSE MISSILES
AMMO-M-3
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course provides the latest technical information and procedures relative to the operation, maintenance, storage, shipment, safety, and surveillance of Air Defense Missile Systems.

SCOPE: Course content includes study of overall system operation of Air Defense Missiles. Particular emphasis is placed on explosive safety, quality, and surveillance of ammunition components and complete rounds both in depot stocks and tactically deployed.

PREREQUISITES: This course is for those individuals who are enrolled in the Quality Assurance Specialists (Ammunition Surveillance) (QASAS) Intern Program as defined in AR 690-950-20 and for those individuals requiring certification under the provisions of AMCR 350-4. All personnel must have successfully completed the Basic Guided Missile Ammunition Course (AMMO-M-1) at the Ammunition School.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. Students should bring their own safety shoes which are required during the hands-on portion of the training. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: ALPHA TEAM OPERATIONS
AMMO-T-8
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 week, 3 days

PURPOSE: This course provides students with training in the operational concepts and doctrine necessary to properly respond as an alpha monitoring team or team member to nuclear weapon accidents/incidents.

SCOPE: The course material covers a wide range of subject matter from a basic course on atomic structure and radiation to a detailed classroom session on the functioning and characteristics of Army nuclear weapons. The topic of radiation is thoroughly covered by stressing protective measures and actually using detection instruments. A full-scale field exercise is carried out using all required equipment including two-way radios for communication. This exercise fully implements and reinforces all classroom training sessions.

PREREQUISITES: Individuals desiring to attend this course should be a member or prospective member of an alpha monitoring team or have an associated responsibility in local nuclear accident/incident response requirements. The ability to participate physically in practical exercises and to wear protective equipment, including self-contained breathing apparatus, is desirable.

SECURITY CLEARANCE: All students must have a minimum security clearance of SECRET and "Need-to-Know" must be stated.

Course Title: AMMUNITION ADMINISTRATION AND PLANNING
AMMO-L-11
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course provides midlevel ammunition management training for Quality Assurance Specialists (Ammo Surv1) (QASAS), Ammunition Managers, and others. Emphasis is placed on the practical application of successful management to current ammunition management activities.

SCOPE: This course is designed to provide midlevel supervisory and management training to personnel in ammunition-related positions. The subjects cover theory and application of effective

communication, management techniques, planning, and programming for ammunition quality assurance and other ammunition-related operations, ammunition management structure, ammunition resource management, and briefing techniques. The course will include some precourse and evening assignments.

PREREQUISITES: Priority will be given members of QASAS and Ammunition Management Career Programs who occupy or are eligible for midlevel management positions. Personnel who occupy other midmanagement positions in the ammunition field are also eligible. Candidates should have experience in the field of ammunition.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION CAPSTONE
AMMO-L-12
Location: Various Commercial Facilities within the Savanna and Quad Cities, Iowa and Illinois Area, to be Determined for Each Presentation of the Course
Length: 2 Weeks

PURPOSE: This course is designed to expand the understanding of DoD ammunition management, increase effectiveness in management of resources in ammunition operations, improve safety, and produce increased serviceability of assets.

SCOPE: This course provides senior level ammunition management training which will accomplish the following: Expand the understanding of DoD ammunition management and increase effectiveness of ammunition operations, improve safety, and produce increased serviceability of assets; provide forum for study and discussion of current ammunition management problems; present new developments in ammunition management field; and foster exchange of ideas between DoD ammunition managers.

PREREQUISITES: Prospective attendees should be occupying key ammunition management positions at command field organizations, or depots. Attendance is limited to civilians GS/M-12, officers O-3 or NCOs, E-7 or above. This restriction may be waived on a case-by-case basis.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION DEMILITARIZATION
AMMO-C-5
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks, 3 Days

PURPOSE: This course provides training for ammunition personnel in the various methods, procedures, and techniques of performing ammunition demilitarization.

SCOPE: Course curriculum provides current technical procedures and safety requirements for demilitarization/disposal of ammunition and explosives. Demilitarization methods include open burning, open detonation, deactivation furnace, washout/steamout, explosive waste incineration, contaminated waste processing, and any new developments. Included will be actual setup and detonation of live explosives by each student. Environmental requirements and decontamination methods are also presented.

PREREQUISITES: First priority is for those who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Second priority is for those individuals requiring certification under the provisions of AMCR 350-4. Successful completion of the Special Technical Ammunition Course (AMMO-C-9) or the Technical Ammunition Course (AMMO-C-3) is required.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is taught resident only. The student should bring safety shoes, safety glasses, boots, and rain gear as the student may encounter rainy, muddy working conditions for 1 week of the course.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION LIFE CYCLE MANAGEMENT
AMMO-L-4
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides a basic knowledge of the concepts of life cycle management as applied to ammunition.

SCOPE: Course content contains an introduction to the concepts of logistics management with emphasis in the ammunition area. Also provided is an overview of logistics concepts, the ammunition life cycle, and the integrated logistic support of ammunition.

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other individuals will be considered who are newly hired or entry level civilian personnel and military enlisted (E5-E7) needing a basic knowledge of ammunition life cycle management at the wholesale level.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through the provisions of AR 12-15. This course cannot be presented onsite.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION MAINTENANCE
AMMO-C-4
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Weeks, 1/2 Day

PURPOSE: This course provides training for ammunition personnel in methods and techniques of maintenance of Class V material at depot level.

SCOPE: Course content includes review of publications and ammunition drawings; safety requirements; equipment and facilities; programming, planning, and reporting; methods, procedures, and techniques involved in maintenance of ammunition. Students will set up and operate an ammunition maintenance line using procedures and equipment presented during the course.

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Second priority is for those individuals requiring certification under the provisions of AMCR 350-4. Successful completion of the Technical Ammunition Course (AMMO-C-3) or the Conventional Ammunition Orientation Course (AMMO-C-16) is required.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is taught resident only. Students are required to bring their own safety shoes and work clothes.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION PRODUCTION MANAGEMENT
AMMO-L-15
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Weeks

PURPOSE: This course provides a basic working knowledge of ammunition production management techniques.

SCOPE: Course content includes study of the ammunition production base, production determination, production funding, preaward and should cost, plant quality assurance, industrial safety and environmental concerns, production administration techniques, production scheduling and surveillance, Contracting Officer Representative (COR) and staff industrial preparedness, configuration control, depot maintenance interservice program, value engineering, and security. One week of the course is conducted at an operating ammunition plant where the student performs individual research on an assigned topic. The student is then required to prepare a paper and to present a briefing on the assigned subject following the in-plant training.

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other individuals will be considered who are newly hired or entry level civilian personnel and military enlisted (E5-E7) needing a basic knowledge of ammunition production management at the wholesale level.

ADMINISTRATIVE INSTRUCTIONS: Installations sending special students must coordinate with USADACS prior to preparation of TDY orders so that in-plant training portion of course may be identified.

SPECIAL INFORMATION: This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION QUALITY EVALUATION
AMMO-L-7
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course provides training to ammunition personnel in the theories and practical applications of evaluating the quality of ammunition through the use of process control techniques and

acceptance sampling procedures necessary for effective management of an ammunition quality program.

SCOPE: Course content includes instructions in probability theory, descriptive and inductive statistics, control charting theory and techniques, mathematical basis of acceptance sampling, practical application of MIL-STDs 105D, 414, 1235C, and total quality management with emphasis on statistical process control.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and the Ammunition Management Intern Program as defined in AR 690-950-33. Other nominees should be working in the ammunition field, have a technical knowledge of ammunition, and have a working knowledge of high school algebra. Attendance in the Mathematics for Quality Evaluation Course, (AMMO-L-5), a mathematics refresher course, is recommended.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION STORAGE COURSE
AMMO-L-3
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course is designed to provide basic information and training in the use and application of governing regulations and procedures for safety and security of ammunition and explosives in storage.

SCOPE: The training includes principles in ammunition storage, Explosive Safety Standards (ESS), types of storage facilities, and safety requirements for ammunition storage operations. Also included is the study of the appropriate regulations, publications, ammunition storage drawings, Depot Modernization Program, and future storage requirements. Army, Navy, Air Force, and Marine Corps storage procedures are discussed as they apply to the Single Manager for Conventional Ammunition (SMCA).

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other individuals will be considered who are newly hired or entry level civilian personnel and military enlisted (E5-E7) needing a basic knowledge of ammunition storage activities at the wholesale level.

SPECIAL INFORMATION: Students are required to bring safety shoes. This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: AMMUNITION SUPPLY COURSE
AMMO-L-1
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course is designed to expand the understanding of basic level ammunition supply procedures for enrollees.

SCOPE: This course provides a comprehensive overview of ammunition supply systems and organizations associated with the requisition and issue, asset reporting, item management, and various other aspects of ammunition supply. Students will be taught the relationship of ammunition supply to other functions, i.e., inventory, storage, production, procurement, maintenance, and disposal. They will gain an understanding of the features, similarities, and differences between retail and wholesale supply procedures.

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other individuals will be considered who are newly hired or entry level civilian personnel and military enlisted (E5-E7) needing a basic knowledge of ammunition supply management at the wholesale level.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: ARMY AMMUNITION PLANT SURVEILLANCE QUALITY ASSURANCE
AMMO-L-13
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: This course is designed to provide QASAS and others with an overview of Army Ammunition Plant (AAP) operations as they relate to quality.

SCOPE: This course provides a comprehensive overview of AAP operations. This course is intended to familiarize QASAS personnel with the unique responsibilities and duties inherent in Army production base facility positions. Emphasis is on ammunition surveillance operations at Government-owned, contractor-operated (GOCO) plants/arsenals. The legal obligations and constraints imposed by contract clauses and provisions are stressed throughout the course. Additionally, training is provided in areas that are generally applicable to Army ammunition production facilities. Instruction is presented on plant funding, inspection and quality systems, classification of hazardous materials, process/system evaluation, sampling techniques, transportation, security considerations, forms, and reports.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20. Second priority are QASAS personnel anticipating assignment to Army ammunition production facilities or Product Quality Manager or Army in-plant quality assurance personnel as identified in DARCOM-P 702-8 and DARCOM-P 702-9, respectively. Students should possess a working knowledge of Military Standards 105D, 1235C, and 414.

SPECIAL INFORMATION: This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: ARMY EXPLOSIVE SAFETY COURSE
AMMO-C-22
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks, 3 Days

PURPOSE: This course provides safety specialists with training in ammunition explosive safety.

SCOPE: Training includes review of publications, drawings, and other sources of information from which explosive safety technical data may be extracted; recognition of the characteristics of explosives, propellants, and chemicals and their impact upon safe operating procedures; identification of explosive hazard classes and item compatibility groups for safe storage and transport; application of explosive safety standards in determining explosive limits and computation of quantity distance requirements; evaluation of site plans and preparation of waivers and exemption requests; review of malfunction investigative procedures, explosive accident investigation, and implementation of proper range procedures and safety; and identification of environmental requirements and hazard analysis procedures and their effects on explosive safety-related areas.

PREREQUISITES: Attendees will be U.S. Army Safety Interns and/or GS-09 and above safety specialists and engineers currently assigned to locations where explosive operations are ongoing.

SPECIAL INFORMATION: This course can be presented both resident and onsite.

SECURITY CLEARANCE: None.

Course Title: BASIC AMMUNITION SURVEILLANCE
AMMO-C-1
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 7 Weeks, 3 Days

PURPOSE: This course provides an initial introduction to Ammunition Surveillance Training for those entering the QASAS Career Intern Training Program.

SCOPE: This course includes the fundamental principles, procedures, and techniques involved in the ammunition surveillance program. Training consists of an introduction to DoD and Department of Army (DA) organizations responsible for ammunition logistics, introduction to surveillance, and sources of information (DoD, Army, Navy, and Air Force). Study of explosives, solid propellants, and non-surety chemical agents, and the use of ammunition drawings and tools and gages in ammunition operations/inspections. Training is given in the preparation of Army correspondence (memorandums and messages), ammunition report

writing, procedures/requirements for the preparation of Standing Operating Procedures (SOPs), and the Standard Depot System. Interns demonstrate proficiency through practical exercises and written examinations.

PREREQUISITES: This course is only for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20.

SECURITY CLEARANCE: None.

Course Title: BASIC GUIDED MISSILE AMMUNITION
AMMO-M-1
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks, 2 Days

PURPOSE: The objective of this course is to prepare students for training in the various missile and rocket systems.

SCOPE: This course provides primary training on structures, guidance, propulsion, tools, test and measuring equipment, non-destruction testing (NDT) methods, shop safety, and storage and handling procedures, and quality/surveillance procedures pertaining to most guided missile and large rocket systems.

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and for those individuals requiring certification under the provisions of AMCR 350-4.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. Students should bring their own safety shoes which are required during the "hands-on" portion of the training.

SECURITY CLEARANCE: None.

Course Title: BASIC GUIDED MISSILE AMMUNITION III COURSE
AMMO-M-18-OS
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Days

PURPOSE: This course provides intermediate- and senior-level MICOM Equipment Specialists with training and information on the objectives of the Ammunition Stockpile Reliability Program and the Ammunition Surveillance Program.

SCOPE: Course content includes discussion of missile malfunction investigations, evaluation of Ammunition Condition Reports, and Ammunition Data Cards for missile items. Overviews of the following topics will be presented: Explosives and propellants; functioning of missile Class V Components; United Nations Organization (UNO) explosive hazard class and division system; and regulatory requirements for proper storage, transportation, security, and demilitarization procedures for guided missile items.

PREREQUISITES: Nominees should have a stated or anticipated assignment that requires interface with organizations responsible for storage, transportation, use, quality assurance, maintenance, and demilitarization of guided missile ammunition. Personnel targeted for this course are those MICOM Equipment Specialist journeypersons and other personnel who have not had previous formal training in areas covered by this course or in Basic Guided Missile II Course (AMMO-M-16-OS).

SPECIAL INFORMATION: This course is designed for presentation on-site at Redstone Arsenal to meet MICOM Missile Logistics Center requirements and those of logistics personnel of the various missile project offices.

SECURITY CLEARANCE: None.

Course Title: BASIC MISSILE OPERATIONAL SAFETY
AMMO-M-19-OS
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides the student with training in the basic operating principles of guided missiles and the functioning of missile Class V Components while stressing safe handling procedures and explosive safety requirements during storage, transportation, and maintenance of guided missile ammunition. It is primarily designed for non-supervisory, non-quality assurance wage grade employees requiring certification as defined by AMCR 350-4.

SCOPE: This course includes generalized training on missile shop safety, standard operating procedures (SOP), blocking and bracing procedures, storage and outloading drawings, fire safety, grounding requirements, hazards of static electricity, and electromagnetic radiation.

PREREQUISITES: None.

SPECIAL INFORMATION: This course is designed for presentation on-site at AMC installations that store, issue, receive, maintain, test, inspect, and demilitarize guided missiles.

SECURITY CLEARANCE: None.

Course Title: BASIC NUCLEAR WEAPONS
AMMO-T-1
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Weeks

PURPOSE: This course is designed to satisfy the initial training requirements for personnel involved with nuclear activities as specified in AMCR 350-2, Training Standards for Nuclear Weapons Personnel, and is intended to prepare students for subsequent indepth instruction on specific Army nuclear weapon systems.

SCOPE: Training provided includes the standards and requirements of the Army personnel security, information, nuclear surety, and personnel reliability programs; basic atomic theory and general Army nuclear weapon design principles, organizations involved in Army nuclear weapon logistics, and Army nuclear weapon records and reporting requirements. Typical hazards, safety standards, publications, simple material maintenance, and measurement procedures are discussed, and an overview of the Army nuclear accident/incident response and assistance program is provided. Course includes mandatory subcourse on Army nuclear weapon surveillance inspection (quality audit) procedures.

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and for personnel who anticipate working in daily contact with Army nuclear weapons and who require an overview of basic procedures.

SECURITY CLEARANCE: Security clearance of SECRET and a "Need-to-Know" are required.

Course Title: BASICS OF EXPLOSIVE HAZARD CONTROL (ES-310)
AMMO-C-21
Location: USA Defense Ammunition Center and School
Savanna, IL 616074-9639
Length: 1 Week

PURPOSE: This course provides basic information as to safety practices in a wide range of hazardous situations.

SCOPE: Evaluation, classification, and control of hazards, safety in maintenance, demilitarization, transportation, and various handling operations will be covered. Characteristics of ammunition and explosives, storage compatibility, and quantity distance requirements will be introduced. An explanation of the Navy Safety and Certification programs will be given. An examination is given on combined subcourse material.

PREREQUISITES: Those attending must be safety management, or technical personnel of the Navy, responsible for safety in operations involving ammunition and explosives.

SECURITY CLEARANCE: None.

Course Title: CHEMICAL HAZARD PREDICTION
AMMO-M-7
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides current information relative to the prediction of downwind hazard areas resulting from the accidental release of toxic chemical agents.

SCOPE: Course content is designed to provide current information on the chemical and physical properties, toxicity, and physiological effects of the toxic agents GB, VX, and HD and to provide descriptions and characteristics of toxic chemical munitions. Emphasis is on prediction of downwind hazard resulting from a release of toxic agents using programmable calculators and personal computers. Maximum Credible Events (MCE), Safety Arcs, and Public Access Exclusion Distance (PAED) are discussed.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 or individuals assigned to a position which requires familiarity with the calculation of downwind hazard distances for toxic chemical releases. Examples include hazards analysis for safety submissions, calculation for agent releases for Chemical Accident/Incident Response and Assistance, and emission hazards for chemical operations. Individuals are not required to be in the Chemical Personnel Reliability Program, but must be employees of the U.S. Government. No access to chemical surety material is required. Prior completion of the Chemical Surety Material Course (AMMO-M-6), Technical Chemical Surety Material Course (AMMO-M-8), or equivalent, is recommended but not mandatory. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: CHEMICAL SURETY MATERIEL
AMMO-M-6
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks, 4 Days

PURPOSE: This course is designed to provide current information and procedures relative to the storage, shipment, safety, surveillance, and security of lethal and incapacitating chemical agents and munitions included in the Chemical Surety Program.

SCOPE: Course content includes properties of chemical agents, chemical munitions and containers; protective clothing and safety requirements; chemical agent detection and identification; disposal and decontamination; QA and Surveillance; first aid/self-aid and Cardiopulmonary Resuscitation (CPR); chemical surety and Chemical Accident/Incident Response and Assistance; and storage and shipment of surety agents.

PREREQUISITES: This course is for only those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20.

SPECIAL INFORMATION: Recommend the Technical Chemical Surety Material Course (AMMO-M-8) for those individuals requiring knowledge of chemical agents and munitions who are not enr`led in the QASAS program.

SECURITY CLEARANCE: None.

Course Title: CHEMICAL SURETY MATERIEL REFRESHER
AMMO-M-10
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Days

PURPOSE: This course provides refresher training for worker certification in accordance with AMC-R 350-4.

SCOPE: Pertinent subcourses of Technical Chemical Surety Materiel Course (AMMO-M-8) will be presented as necessary to satisfy any chemical surety materiel refresher training requirements. Information on the latest developments in the chemical materiel field will also be presented as required.

PREREQUISITES: Prospective enrollees must be successful graduates of the training and certification program for operating personnel

involved in chemical ammunition areas, as required by AMCR 350-4. Personnel in the QASAS Career Program with new assignments in a chemical duty position who have successfully completed the Chemical Surety Material Course (AMMO-M-6) are also eligible to attend.

SECURITY CLEARANCE: None.

Course Title: COMPUTER LITERACY FOR AMMUNITION INTERNS
AMMO-C-18
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week, 3 Days

PURPOSE: This course will help the student to function in a computer-aided environment after becoming "computer literate."

SCOPE: This course will focus on ammunition-related applications to help achieve this goal at intern's first assignment. After a brief overview of basic computer information, course will focus on the main applications programs used in an office environment: Word processing, spreadsheet analysis, and data base. Hands-on practice with specific programs will be used to help solidify the general concepts of computer literacy to reinforce ammunition-related applications.

PREREQUISITES: This course is only for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and the Ammunition Management Intern Program as defined in AR 690-950.

SECURITY CLEARANCE: None.

Course Title: CONVENTIONAL AMMUNITION ORIENTATION
AMMO-C-16
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 10 Weeks, 3 Days

PURPOSE: This course provides the initial introduction for those entering the Ammunition Management Career Intern Program.

SCOPE: This training includes technical aspects and procedures of conventional ammunition and explosives managed by the Single Manager for Conventional Ammunition (SMCA). The training emphasizes use of DoD, Army, Navy, and Air Force publications,

drawings, and specifications for extracting information in the following subject areas: Identification of safety practices, handling, storage, and security procedures; determination of supply and technical information; identification of conventional ammunition by physical characteristics and color coding; identification of components and their function; determination of maximum net explosive weight that can be stored in a given location; determine the minimum distance from other locations required to store a given amount of explosives, definition of a hazard class/division/fragmentation distance for ammunition; identification of major elements and objective of ammunition stockpile reliability program.

PREREQUISITES: This course is only for those individuals who are enrolled in the Ammunition Specialist Intern Program as defined in AR 690-950-33. There is heavy emphasis placed on paperwork (correspondence) and microfiche with reinforcement in most subcourses. Practical exercises and exams are geared to scenarios and given situations where the student must be able to sort through the information and references, determine an appropriate course of action, and provide a complete written answer. The course is considered very fast paced with the student required to do frequently assigned homework.

SECURITY CLEARANCE: None.

Course Title: CONVENTIONAL AMMUNITION REFRESHER
AMMO-C-7
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides refresher training in the conventional ammunition field.

SCOPE: Course content includes new and revised publications and sources of information pertaining to conventional ammunition and ammunition functions, as well as items of conventional ammunition, including identification, function, component/ accessory equipment, and item specifications.

PREREQUISITES: Nominees should be QASAS and/or Ammunition Managers requiring Conventional Ammunition Refresher.

SPECIAL INFORMATION: This course is not intended to serve as a periodic refresher for those basic and additional courses required for munitions wage-grade personnel by AMCR 350-4. This course is taught resident only.

SECURITY CLEARANCE: None.

Course Title: CONVENTIONAL AMMUNITION SURVEILLANCE
AMMO-C-2
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 10 Weeks, 4 Days

PURPOSE: This course provides the QASAS Career Intern with technical information on ammunition items, regulations, and procedures necessary to handle, store, transport, maintain, and dispose of ammunition in a safe and effective manner.

SCOPE: Study in each type of conventional ammunition, such as: Small caliber ammunition, artillery ammunition, mortars, bombs, grenades, rockets, mines, and firing devices, as well as pyrotechnics, and Navy gun ammunition, are offered. Indepth study in packaging and packing components, malfunction reporting, demolition material, ammunition disposal, storage, and transportation is provided. Explosive safety, in addition to industrial safety, is presented as an integral part of the commodity knowledge learned in the aforementioned topics. Training with inert ammunition is offered. Interns demonstrate proficiency through written and practical examinations and by demonstrating an ability to perform operations in a safe and effective manner.

PREREQUISITES: This course is only for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20.

SECURITY CLEARANCE: None.

Course Title: DEFENSE STANDARD AMMUNITION COMPUTER SYSTEM COURSE
AMMO-L-14
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: This course will provide practical knowledge in the use of the Defense Standard Ammunition Computer System (DSACS). It will enable system users to input data and query the functional areas of the DSACS automated ammunition systems.

SCOPE: Students receive a DSACS overview to include functional descriptions of DSACS subsystems as outlined in the Work Breakdown Structure (WBS). Each module of the WBS is examined for relevancy

and viability as an automated ammunition system available for use by the Ammunition Community. Modules include, but are not limited to, Transportation Query Processing, Acquisition, Maintenance, Quality Assurance, Ammunition Catalog (AMOCAT), national stock number (NSN) Master Data Record, Ammo Lot Reporting and Malfunction, and the Ammunition Lot File. Each module is discussed in detail and is supplemented with tutorials and/or on-line computer-aided instruction.

PREREQUISITES: Prospective students must have attended a computer literacy course or demonstrate a modicum of computer literacy, either through classroom training, personal or work use. Students must obtain an ACF2 Log-on ID and Password for the G-System computer at Rock Island Arsenal (RIA) prior to class. Contact Commander, U.S. Army Armament, Munitions and Chemical Command (AMCCOM), ATTN: ASNC-ARI-PA, Rock Island, IL 61299-6000 for ACF2 Log-on ID and Password.

SPECIAL INFORMATION: Students must be Personnel Security and Surety Program (PSSP) qualified.

SECURITY CLEARANCE: None.

Course Title: ENVIRONMENTAL REQUIREMENTS FOR DEMILITARIZATION
AMMO-C-23
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides training for personnel concerned with the environmental aspects of ammunition demilitarization operations.

SCOPE: Course curriculum provides introduction to technical procedures and safety requirements for the demilitarization and/or disposal of ammunition and explosives. Special emphasis is placed on the role of environmental requirements in the planning and conducting of these operations. Course satisfies training requirements for environmental coordinators outlined in AMCR 755-8.

PREREQUISITES: First priority is for those individuals responsible for preparation, review, or approval of AMC ammunition demilitarization SOPs and/or operations with respect to environmental concerns. Attendees should possess a degree of knowledge of munitions that will enable them to understand general concepts concerning ammunition demilitarization operations. Course is designed to satisfy training requirements of AMCR 755-8 for Environmental Coordinators.

SECURITY CLEARANCE: None

Course Title: EXPLOSIVE SAFETY FOR FACILITY PLANNING (ES-305)
AMMO-C-15
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course emphasize the preparation and/or review of Navy site plans submitted for various explosive facilities.

SCOPE: This course includes an indepth review of DoD quantity distance standards and application of these standards in the form of a Facility Design Problems Workshop.

PREREQUISITES: Attendees should be U.S. Navy civilian facility planners responsible for explosive facilities at shore installation or individuals who fall within the review chain of a typical Navy facility site plan.

SECURITY CLEARANCE: None.

Course Title: FIRE-RADIATION, AND EXPLOSIVES HAZARDS
AMMO-T-5
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Days

PURPOSE: This course is designed primarily for fire department officers and fire fighters responsible for providing immediate emergency assistance or support at the scene of a nuclear accident or fire involving Army nuclear weapons, but applies equally well to law enforcement officers, civil defense and safety officials, transportation and other emergency personnel with similar responsibilities.

SCOPE: Training provided includes basic Army nuclear weapon design principles, an overview of explosive and radioactive material hazards, typical biological effects of exposure to ionizing radiation, and personnel protective measures to be taken against internal and external radiation hazards present at the scene of an accident involving Army nuclear weapons. Radiation detection and measurement devices and operating procedures of typical contamination control stations are also discussed.

PREREQUISITES: All fire department officers, fire fighters, law enforcement officers, civil defense and safety officials, transportation personnel, and any other personnel responsible for providing immediate emergency assistance at the scene of a fire involving nuclear weapons are eligible to attend. Operations security (OPSEC) briefing will be presented.

SECURITY CLEARANCE: None.

Course Title: GENERAL AMMUNITION METAL PARTS
AMMO-C-12
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: Course objectives are to explain how conventional ammunition functions; to identify critical inspections and tests done on ammunition metal parts; and to show how defective metal parts cause disastrous malfunctions.

SCOPE: This course provides instruction in the following areas: Stock numbers, lot numbers and ammo data cards, small caliber ammunition, large caliber ammunition, mortars, bombs, grenades, rockets, mines, pyrotechnics, and demolition material.

PREREQUISITES: Nominees will be those who require training in product acceptance of metal parts as required by DLAM 8220.4, Quality Assurance Technical Development Program; DARCOM PAM 702-8, Formal Training Requirements for Product Quality Managers; or DARCOM PAM 702-9, Formal Training Program for Army In-Plant Quality Assurance Personnel. All personnel should be in the GS-1910, Quality Assurance (Ammunition), systems skill area.

SPECIAL INFORMATION: This course is presented onsite and resident.

SECURITY CLEARANCE: None.

Course Title: GENERAL TRANSPORTATION OF HAZARDOUS MATERIALS
AMMO L-16 (JT)
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course provides personnel from all Services with general information pertaining to the transportation for hazardous items.

SCOPE: Course content includes emphasis on regulations, planning, packaging, marking, labeling, compatibility requirements, placarding and documentation of hazardous material shipments by all modes of transportation. Emphasis is placed on physical security of sensitive conventional arms, ammunition, and explosives during transportation. Satisfactory completion of this course meets the requirements of paragraph 1-20b of AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P 4030.19E/DLAM 4145.3 for certification of DD Form 1387-2 and paragraph 33-7 a (1)(b) of AR 55-355/ NAVSUPINST 4600.70/AFR 75-2/MCO P 4600.14B/DLAR 4500.3. The course will also cover the procedures necessary for preparing DD Form 1387-2, Special Handling Data/Certification, required for shipments of explosives and other hazardous materials by military air.

PREREQUISITES First priority is for those individuals requiring certification for job performance. Candidates selected for attendance should be performing work in some phase of transportation of hazardous materials. These phases include any function performed in shipment planning, equipment selection and inspection, loading, blocking, bracing, shipment receiving or release, documentation, and any aspect of traffic management. Personnel should be familiar with the Hazardous Materials Regulations of Department of Transportation (DOT) as published in appropriate titles of the Code of Federal regulations or in tariffs issued by the transportation industry and have a basic knowledge of military regulations and programs pertaining to transportation of hazardous materials. Due to the quantity of technical material covered, successful completion of the Technical Transportation of Hazardous Materials (MTMC-2) Course (AMMO-L-17) is recommended for personnel who have not previously attended formal transportation training prior to taking this course.

SPECIAL INFORMATION: Onsite training in the MTMC-1 at various selected geographical locations is possible, provided such arrangements are made and approved through command channels well in advance.

SECURITY CLEARANCE: None.

Course Title: GUIDED MISSILE FAMILIARIZATION
AMMO-M-5
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks, 3 Days

PURPOSE: This course provides students with background and overall technical information and procedures relative to the maintenance, demilitarization, operation, safety, storage, and transportation of missiles.

SCOPE: Tailored to the needs of personnel in the Ammunition Management Intern Program, this course introduces the student to guided missiles and missile systems to include some basic theory on propulsion and guidance, missile explosive devices, safety, handling, and terminology and equipment associated with guided missiles. Approximately one-half of the course time deals with currently deployed missile systems with emphasis on the missile/missile round. This course assumes students are versed in or have received training in basic ammunition items and explosives theory, e.g., quantity distance (QD), compatibility, general explosive safety.

PREREQUISITES: This course is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other nominees should have a stated or anticipated assignment that requires a working knowledge of missile systems.

SPECIAL INFORMATION: Students should bring their own safety shoes which are required during the "hands-on" portion of the training.

SECURITY CLEARANCE. None.

Course Title: GUIDED MISSILE SYSTEMS SPECIAL TRAINING
AMMO-M-4
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: Varies with Missile System Taught

PURPOSE: This course provides the student with special training on a particular missile system. Training includes information relative to surveillance maintenance, storage, shipment, and safety.

SCOPE: Course content includes specialized training on individual missile systems. Particular emphasis is placed on QA and surveillance of missile and ammunition components. The course can be altered to suit the needs of the students.

PREREQUISITES: Nominees should be in an assignment or planned assignment of guided missile duties requiring special training. This course is identified for attendance by foreign military students through provisions of AR 12-15.

SPECIAL INFORMATION: Requests for this class should include the missile system(s) in which the student desires training.

SECURITY CLEARANCE: None

Course Title: INSTALLATION TRAFFIC MANAGEMENT OF HAZARDOUS MATERIALS
AMMO-L-9
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Weeks

PURPOSE: This course provides students with detailed technical information pertaining to all phases of transportation of hazardous materials, with emphasis on ammunition and explosives, by all modes of transportation.

SCOPE: Course content includes emphasis on related organizations, regulations, procedures for shipment by all modes, DoD documentation requirements from Military Standard Transportation and Movement Procedures (MILSTAMP) and Military Standard Requisition and Issue Procedures (MILSTRIP), security requirements, freight traffic management procedures and responsibilities, inspection of transport vehicles, individual modal studies and exercises, and special considerations to safety and hazardous materials handling.

PREREQUISITES: Priority will be given to members of the Ammunition Management Intern Program as defined in AR 690-950. This course may be considered for civilian grades GS 5-7 and enlisted personnel E5-E7. Special students may be approved for attendance based on space availability. Nominees should be newly assigned to the ammunition transportation field. Satisfactory completion of this course meets the requirements of paragraph 1-20b of AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P 4030.19E/DLAM 4145.3 for certification of DD Form 1387-2 and paragraph 33-7 a(1)(b) of AR 55-355/NAVSUPINST 4600.70/AFR 75-2/MCO P 4600.14B/ DLAR 4500.3, Preparing Hazardous Materials for Military Air Shipment.

SPECIAL INFORMATION: Personnel successfully completing this course will be certified to accomplish the DD Form 1387-2.

SECURITY CLEARANCE: None.

Course Title: INTERMODAL DRY CARGO CONTAINER CSC REINSPECTION
AMMO-L-10
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Days

PURPOSE: This course provides students with information required to reinspect intermodal dry cargo containers in accordance with the Convention for Safe Containers (CSC) standards.

SCOPE: Course content includes survey of CSC test requirements; detailed analysis of reinspection criteria found in CSC, U.S. Public Law, and Joint Service Regulations; orientation of container structural members; reporting requirements; and reinspection decal placement.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and the Ammunition Management Intern Program as defined in AR 690-950. Other nominees should occupy, or be expected to occupy, a position which requires a knowledge of container reinspection standards.

SPECIAL INFORMATION: Onsite training in the Intermodal Dry Cargo Container CSC Reinspection Course at various selected geographical locations is possible, provided such arrangements are made and approved through command channels. Personnel successfully completing the course will be certified as U.S. Army CSC Inspectors as required by TB 43-0241.

SECURITY CLEARANCE: None.

Course Title: INVENTORY MANAGEMENT OF AMMUNITION
AMMO-L-2
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 5 Weeks

PURPOSE: This course provides the Ammunition Management Career Intern and others with a working knowledge of inventory management as it pertains to ammunition and ammunition components.

SCOPE: The course is intended to develop the managerial capabilities of the student by providing an understanding of the principles, policies, organizations, and techniques necessary to attain an efficient and reliable inventory management system as a part of total logistics management. This includes computation of material requirements, distribution, management of assets, cataloging, requisition and issue procedures, and worldwide status reporting requirements. The student will demonstrate proficiency through practical exercises and written examinations. Army, Navy, Air Force, and Marine Corps inventory management systems and management information systems are discussed as they apply to the SMCA.

PREREQUISITES: First priority is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through the provisions of AR 12-15. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: LAND COMBAT MISSILE
AMMO-M-2
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks, 2 Days

PURPOSE: This course provides students with the latest technical information and procedures relative to the maintenance, operation, safety, shipment, storage, and surveillance of Land Combat Missile systems.

SCOPE: Course content includes study of overall system operation. particular emphasis is placed on explosive safety, quality, and surveillance of ammunition components and complete rounds both in depot stocks and tactically deployed.

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and for those individuals requiring certification under the provisions of AMCR 350-4. All personnel must have successfully completed, at the Ammunition School, the Basic Guided Missile Ammunition Course (AMMO-M-1).

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. Students should bring their own safety shoes which are required during the "hands-on" portion of the training. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: MATHEMATICS FOR AMMUNITION QUALITY EVALUATION COURSE
AMMO-L-5
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Days

PURPOSE: This course provides refresher training in fundamental mathematical operations.

SCOPE: Course content includes common and mixed fractions, decimal fractions, percentages, squares, and square roots, and solution of simple algebraic formulas utilized in the Ammunition Quality Evaluation Course (AMMO-L-7). An introduction to construction and interpretation of charts applicable to acceptance sampling is also included.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20 and the Ammunition Management Intern Program as defined in AR 690-950.

SPECIAL INFORMATION: Nominees should be enrolled in the Ammunition Quality Evaluation Course (AMMO-L-7) immediately following this course. This course is not presented onsite.

SECURITY CLEARANCE: None.

Course Title: MOTOR VEHICLE AND RAILCAR INSPECTION (HM) (ES-250)
AMMO-L-18
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week, 3 Days

PURPOSE: This is the basic training course to provide newly assigned inspection personnel with the up-to-date requirements, techniques, and procedures for inspection of motor vehicles and railcars for ammunition, explosives, and other hazardous materials.

SCOPE: This course provides students with instruction in DOT hazardous materials identification and communication procedures to include shipping, paper preparation, marking, labeling, and placarding requirements; DOT packaging requirements; DOT loading and unloading requirements to include compatibility; DOT, DoD, and Navy transport equipment inspection procedures ("hands-on") using DD Form 626, Motor Vehicle Inspection (Transporting Hazardous Material), and NAVSEA Form 8023; blocking and bracing procedures; Navy transportation safety requirements; and security of sensitive conventional arms, ammunition, and explosives. The requirements for Navy ammunition and explosive shipments are emphasized.

PREREQUISITES: Candidates selected for attendance must be Navy and Marine personnel (military, civilian, and contractors) assigned functions of inspecting motor vehicles and/or railcars used for hazardous materials shipments or closely related positions.

SECURITY CLEARANCE: None.

Course Title: MOTOR VEHICLE AND RAILCAR (HM) SHIPMENT REGULATIONS (ES-255)
AMMO-L-19
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This is a refresher course in DOT and Navy regulations concerning the safe transportation of hazardous materials and transport vehicle inspection.

SCOPE: This course provides students with refresher training in DOT hazardous materials identification and communication procedures to include shipping papers, marking, labeling, and placarding requirements; DOT packaging requirements; DOT loading and unloading requirements to include compatibility; DOT, DoD, and Navy transport equipment inspection procedures; blocking and bracing procedures; and security of sensitive conventional ammunition and explosives in transportation.

PREREQUISITES: Candidates selected for attendance must have had a minimum of 2 years of practical experience in inspection of motor vehicles and/or railcars for use in hazardous materials transportation, or be an inspection supervisor or traffic manager, or must have successfully completed Motor Vehicle and Railcar Inspection (HM) (ES-250) course (AMMO-L-18). Safety and quality assurance personnel who have interface with motor vehicle and railcar inspection functions are also eligible.

SPECIAL INFORMATION: This course may be provided onsite upon request.

SECURITY CLEARANCE: None.

Course Title: NEW PLANT COMMANDER SAFETY AND ORIENTATION COURSE
AMMO-C-19
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week

PURPOSE: This course will provide general ammunition, safety, and logistics training for new plant commanders.

SCOPE: The training will introduce the different classes of ammunition and explosives, stressing safe handling and explosive safety requirements. Items discussed in class will be material being produced at the installation student will be assigned to.

PREREQUISITES: Students attending shall be Lieutenant Colonels coming into an assignment at an Army Ammunition Plant (AAP).

Actual subcourses taught will be contingent on upcoming assignment of officers.

SECURITY CLEARANCE: None.

Course Title: NUCLEAR ACCIDENT/INCIDENT RESPONSE AND ASSISTANCE OFFICER
AMMO-T-9
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 1/2 Days

PURPOSE: The objective of the course is to develop the procedures necessary to cope with a nuclear emergency situation from a leadership or command and control standpoint.

SCOPE: Basic information is covered for Army nuclear weapons including the types of hazards they present during an accident/incident situation. A review and analysis of past accidents is conducted with emphasis upon procedure and lessons learned. Information is developed to inform the Nuclear Accident/ Incident Response and Assistance (NAIRA) Operations Officer on resources available for help and assistance with special emphasis placed on the functioning of a command post during a simulated nuclear accident/incident.

PREREQUISITES: Prospective enrollees should be assigned or have a planned assignment as a NAIRA Operations Officer, or be a member of an On-scene Commander's staff or as an On-scene Commander.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR ACCIDENT/INCIDENT RESPONSE AND ASSISTANCE OPERATIONS
AMMO-T-4
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: The objective of this course is to develop the skills necessary to cope with nuclear emergency situations through training which stresses the use of approved techniques to personnel who have responsibilities in local NAIRA planning and procedures.

SCOPE: The course is divided into subcourses which examine a single topic in great detail. Practical application of proven procedures is stressed through realistic exercises in which

enrollees act out parts by "role playing." Performance is monitored and constructive critiques are held to reinforce proper procedure.

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20. Other nominees should have responsibilities in local NAIRA planning procedures. Students should be able to function in full protective equipment, including self-contained breathing apparatus, during any kind of weather. Prospective attendees should complete the "Background for NAIRA" booklet and are responsible for material contained therein. This booklet will be sent to off-post students a month preceding start of the class.

SPECIAL INFORMATION: Attendees will be required to dress in full protective equipment which may include self-contained breathing apparatus.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR WEAPONS APPLICATIONS
AMMO-T-2
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 9 Weeks

PURPOSE: The objectives of this course are to provide training for ammunition personnel in surveillance, storage, safety, inspection, assembly, packaging, and maintenance of nuclear weapons including warhead maintenance (Limited Life Component Exchange).

SCOPE: All current Army nuclear weapons systems are covered in this course. Specific emphasis is placed upon maintenance operations including assembly, disassembly, explosive safety, and testing for both warhead sections and warheads. Limited Life Component Exchange is also covered. Application consists of "hands-on" training utilizing full scale training warheads, warhead sections, and test and handling equipment. Classroom and technical manual conference sessions are held prior to the "hands-on" training to familiarize enrollees with equipment and procedures. Enrollees are expected to accomplish assigned operations under strict observation but with a minimum of outside supervision; (i.e., enrollees will be assigned to play "roles" of crew chief, team leader, QASAS, etc.)

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20. Other prospective enrollees should be individuals who will be actively involved in technical operations either as a participant

or as an observer. Individuals must have completed the Basic Nuclear Weapons Course (AMMO-T-1) or have requisite experience. The Personnel Reliability Program (PRP) of AR 50-5 must be satisfied.

SPECIAL INFORMATION: Students should bring their own safety shoes which are required during the "hands-on" portion of the training.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR WEAPONS CALIBRATION
AMMO-T-3
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: This course provides surveillance personnel with training necessary to monitor the nuclear weapons calibration program and familiarize operator personnel in performance of maintenance calibration of nuclear weapon tests sets and torque tools.

SCOPE: Training in this course is divided into different subcourses, each of which has specific learning objectives. Individual subcourse material ranges from an overview of the entire Army calibration program and a basic course in the principles of electricity, to an exacting course in electrical measurements using sophisticated instruments such as multimeters, electronic counters, and voltmeters. In addition, classroom presentations and "hands-on" practical exercises will cover maintenance calibration procedures for individual test sets used to support nuclear weapons systems.

PREREQUISITES: This course is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20. Other prospective enrollees should have a knowledge of the basic principles of electricity.

SPECIAL INFORMATION: Students are required to bring their own steel-toe safety shoes which are required during practical exercises.

SECURITY CLEARANCE: None.

Course Title: NUCLEAR WEAPONS COURIER
AMMO-T-13
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Days

PURPOSE: This course is designed to train U.S. Military and designated civilian personnel who are expected to serve as couriers or guards during the logistical movement of nuclear weapons.

SCOPE: This course is divided into subcourses each of which has specific learning objectives. The subcourses range from general background on nuclear weapon functioning and hazards to specific and detailed information on the courier's responsibilities for all authorized modes of transport. Additionally, information on such important topics as nuclear accident/incident control and necessary forms, records, and reports are also fully developed. By regulation, a courier must be a commissioned or warrant officer only; however, this course is also practical for noncommissioned officers and enlisted and civilian personnel who may take part in a nuclear weapons movement.

PREREQUISITES: Prospective enrollees must be assigned or have a planned assignment as a courier or guard for a nuclear weapons movement. Individuals assigned to a unit with the responsibility of providing officers and guards for courier duty are also eligible as well as designated civilians who may participate in a nuclear weapons movement. Attendees must have been screened and evaluated for PRP before beginning the course. (Students do not have to be in PRP at the time they enroll.)

SPECIAL INFORMATION: This course may be taught onsite.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR WEAPONS FAMILIARIZATION
AMMO-T-10
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks, 1 Day

PURPOSE: This course provides limited training on the procedures to be followed when conducting technical operations on nuclear weapons.

SCOPE: All current Army nuclear weapons systems are covered in this course. Specific emphasis is placed upon classroom study on the weapon systems. In addition, classroom sections are held on topics relevant to nuclear weapons operations such as publications, records and reports, and explosive safety.

PREREQUISITES: This course is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950. Other prospective enrollees should be assigned or have a planned assignment to nuclear weapons duties requiring familiarization training in accordance with AMCR 350-2, Training Standards for Nuclear Weapons Personnel. Attendees must meet the requirements of the PRP IAW AR 50-5.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR WEAPONS ORIENTATION
AMMO-T-12
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Days

PURPOSE: The objective of this course is to provide personnel who work in nuclear weapons peripheral areas (truck drivers, stock control personnel, material handlers, etc.) with background information on Army nuclear weapons and nuclear weapons procedures.

SCOPE: This course presents information that enables an individual working at a specific and localized task the opportunity to examine other job situations and see the "big picture." The reasons behind many rules, regulations, and procedures are examined to enhance understanding of required actions. This course may also serve to introduce new employees to nuclear weapons procedures.

PREREQUISITES: Prospective attendees should have a planned assignment to nuclear weapons duties. Attendees must have been screened and evaluated for PRP before beginning the course. (Students do not have to be in PRP at the time they enroll.)

SPECIAL INFORMATION: This course is presented both resident and onsite.

SECURITY CLEARANCE: A SECRET security clearance is required. A stated "Need-to-Know" is also required.

Course Title: NUCLEAR WEAPONS QUALITY AUDIT ORIENTATION
AMMO-T-11
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Day

PURPOSE: This course provides personnel with a basic overview of the Army's Nuclear Weapons Quality Assurance and Stockpile Reliability Programs.

SCOPE: A brief history of the Army's Nuclear Weapons Program is presented to include the evolution of inspection techniques so as to place current methods in perspective. The theory, philosophy, and application of quality evaluation procedures will be discussed as well as the actual conduct of inspection in the work area. Regulatory guidance for establishment and operation of a surveillance program will be examined to include personnel certification requirements.

PREREQUISITES: Individuals attending this course should be assigned or scheduled for assignment to a nuclear weapons organization where a grasp of nuclear weapons quality audit procedures is desirable or be interested in developing a working knowledge of the Army's Nuclear Weapons Quality Assurance and Stockpile Reliability Programs and in a position where such familiarity would be of some use.

SECURITY CLEARANCE: None.

Course Title: NUCLEAR WEAPONS SYSTEMS CERTIFICATION/RECERTIFICATION
AMMO-T-6
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 weeks

PURPOSE: The objective of this course is to update nuclear weapons training for QASAS and military personnel having previously received technical/semitechnical training in Basic Nuclear Weapons (AMMO-T-1) and Nuclear Weapons Applications (AMMO-T-2) courses or equivalent.

SCOPE: The course will be tailored to the needs of the individual student by presenting pertinent portions of the subcourses of Basic Nuclear Weapons (AMMO-T-1) and Nuclear Weapons Applications (AMMO-T-2) to satisfy the training requirements established by AMCR 350-2. Students will be continuously evaluated under AR 50-5 while undergoing training.

PREREQUISITES: Personnel attending should be assigned, or have a planned assignment, to nuclear weapons duties requiring certification/recertification training IAW AMCR 350-2. Attendees must have been screened and evaluated for PRP before beginning the course. Students must have satisfactorily completed Basic Nuclear Weapons Course (AMMO-T-1) and Nuclear Weapons Application (AMMO-T-2), or a letter must be sent to the Ammunition School stating previous nuclear weapons training/experience for review by school personnel.

SECURITY CLEARANCE: A SECRET security clearance is required. A "Need-to-Know" must be stated.

Course Title: NUCLEAR WEAPONS SURVEILLANCE (QUALITY AUDIT)
AMMO-T-7
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 1/2 Days

PURPOSE: This course provides personnel with training in quality assurance inspection procedures (nuclear weapons surveillance quality audit) of nuclear weapons materiel.

SCOPE: Enrollees in this course are given detailed instruction in the use of specialized surveillance publications and the basic regulatory requirements of the nuclear weapons surveillance program. Actual quality audit plans are prepared and checked out in classroom procedures using weapon system technical manuals.

PREREQUISITES: Individuals attending this course should be assigned or scheduled for assignment in a nuclear weapons organization where a knowledge of surveillance procedures is needed or desirable.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: ON-SCENE COMMANDER (OSC) COURSE
AMMO-M-36
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Days

PURPOSE: This course prepares On-Scene Commander (OSC) designees for the possibility of chemical/nuclear accident or incident, thereby ensuring the OSC will execute his response with the greatest awareness possible.

SCOPE: This course provides prospective Service Response Force Commanders (SRFC) with briefings on IRF capabilities; composition of the Service Response Force; Defense Nuclear Agency's (DNA) response capabilities; Federal Emergency Management Agency's (FEMA) response capabilities; Department of Energy's (DOE) response capabilities; Explosive Ordnance Disposal (EOD) response capabilities; and Public Affairs aspect of Nuclear/Chemical Accident or Incident Response. The briefings on DNA, DOE, EOD, FEMA, and Environmental Protection Agency (EPA) are presented by representatives of those agencies. The Public Affairs briefing is presented by a Public Affairs Officer from the AMC Public Affairs Office.

PREREQUISITES: Individuals desiring to attend this course must be a Colonel (Promotable) or higher and anticipate being designate as an SRFC.

SECURITY CLEARANCE: Minimum security clearance of SECRET and "Need-to-Know" stated.

Course Title: PREPARATION OF STANDARD OPERATING PROCEDURES (SOPs)
FOR AMMUNITION AND EXPLOSIVE OPERATIONS
AMMO-C-17
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 6 Days

PURPOSE: The objective of this course is to familiarize personnel engaged in ammunition operation SOP preparation and review with the regulatory requirements and procedures governing SOPs.

SCOPE: Course curriculum provides current regulatory requirements on SOP format and content. Students are introduced to reference information systems used in SOP development. Through a series of exercises, students are acquainted with approved procedures for flow charting and preparation and review of SOPs. Hazard analysis and environmental requirements are introduced.

PREREQUISITES: Nominees should be individuals directly involved in the preparation or review of ammunition operation SOPs. A basic understanding of conventional ammunition design and characteristics is necessary for successful completion of this course. Individuals who have completed training for the Ammunition Management QASAS Career Program should not attend this course.

SPECIAL INFORMATION: This course is presented resident only.

SECURITY CLEARANCE: None.

Course Title: SENIOR OFFICER NUCLEAR/CHEMICAL COURSE
AMMO-T-15
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 3 Weeks

PURPOSE: This course is designed to provide senior ranking officers and civilian personnel assigned to or selected for assignment to nuclear duties with information for career enhancement.

SCOPE: Specifically, working knowledge tailored to individual assignments as Commanders of Ordnance Brigades, Nuclear Weapon Depots, North Atlantic Treaty Organization Support Units, Nuclear Weapon Technical Inspectors, and Nuclear Surety Officers. Training provided is keyed to the individual student's educational background, previous experience, and projected requirements of duty assignment.

PREREQUISITES: Military officers O-4 and above, chief warrant officer W3 and above, Department of the Army (DA) civilians GS-12 and above assigned to or selected for nuclear duties are eligible to attend.

SECURITY CLEARANCE: A SECRET security clearance is required. The supervisor must state a "Need-to-Know" if Critical Nuclear Weapons Design Information (CNWDI) is to be presented.

Course Title: SPECIAL TECHNICAL AMMUNITION COURSE
AMMO-C-9
Location: U.S. Army Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week, 3 Days

PURPOSE: This course provides basic training in the safety and fundamental aspects of ammunition and explosives for personnel directly involved in ammunition operations. It is primarily designed for non-supervisory wage-grade employees including wage leaders requiring certification as required by AMCR 350-4.

SCOPE: Course content will introduce the different classes of ammunition and explosives, stressing safe handling and explosive safety requirements during the receipt, storage, maintenance, production, demilitarization, or issues of ammunition at U.S. Army installations.

PREREQUISITES: Nominees should be AMC civilian personnel having a need to become certified under provisions specified in AMCR 350-4.

SPECIAL INFORMATION: This course is presented onsite or resident and may be tailored to meet MACOM requirements.

SECURITY CLEARANCE: None.

Course Title: SPECIAL TECHNICAL AMMUNITION FOR LOGISTICS ASSISTANCE REPRESENTATIVES (LARs)
AMMO-C-24
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 1 Week, 3 Days

PURPOSE: This course provides training in the safety and fundamental aspects of ammunition and explosives for AMCCOM LARs.

SCOPE: Course curriculum will familiarize AMCCOM LARs with different types and classes of ammunition/explosives stressing safety, maintenance, packaging, marking, condition coding, restrictions, and malfunction reporting.

PREREQUISITES: Nominees will be LARs.

SECURITY CLEARANCE: None.

Course Title: SURVEILLANCE OF MAINTENANCE/DEMILITARIZATION OPERATIONS COURSE
AMMO-C-6
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 5 Weeks, 3 Days

PURPOSE: This course provides QASAS Interns training in the surveillance of maintenance/demilitarization operations.

SCOPE: This course includes the following areas: Review of publications, drawings, and other sources of information peculiar to ammunition renovation/demilitarization operations; application

of safety standards, explosive and industrial, to relative ammunition maintenance and demilitarization operations. It provides actual "hands-on" training using inert ammunition and components in a fully equipped operating building. This training will consist of physically running a complete maintenance/ demilitarization operating line using student prepared SOPs and line layouts. Demolition range exercise will be part of the course for classes not receiving it in the Conventional Ammunition Surveillance Course, (AMMO-C-2).

PREREQUISITES: This course is only for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL AMMUNITION
AMMO-C-3
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 7 Weeks, 3 Days

PURPOSE: This course provides basic training in the technical aspects of ammunition and explosives for personnel involved in ammunition-related operations. The course provides a base for advanced study in the ammunition areas of maintenance, demilitarization, storage, supply, and inventory management. In addition, the course meets the requirements for certification of personnel under the purview of AMCR 350-4.

SCOPE: Course content includes specific Army, Navy, and Air Force item identification and functioning, sources of information available (Army, Navy, Air Force), storage and transportation methods and requirements and safety regulation requirements pertinent to ammunition operations.

PREREQUISITES: Priority acceptance will be for personnel requiring the course for certification IAW AMCR 350-4. Candidates selected for attendance should be working with ammunition or in a related field. Candidates should have successfully completed high school or the commander (or a designated representative) will certify that in their opinion the nominee, by virtue of training, experience, and/or assignment, demonstrated that the lack of this qualification will not impede their assimilation of the information included in the course.

SPECIAL INFORMATION: This course is identified for attendance by foreign military students through provisions of AR 12-15. This course is presented resident only.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL CHEMICAL SURETY MATERIEL COURSE
AMMO-M-8
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: This course is designed to provide current information and procedures regarding storage and handling of chemical surety agents and ammunition.

SCOPE: Topics discussed include protective clothing, agent detection, decontamination, disposal, general safety, accident response, and the personnel reliability program. Meets the requirements for wage-grade certification under AMCR 350-4.

PREREQUISITES: This course is for those individuals who are enrolled in the Ammunition Management Intern Program as defined in AR 690-950 and those individuals requiring certification under the provisions of AMCR 350-4. Nominees should be assigned or have a planned assignment requiring knowledge of chemical agents/ munitions. They must be capable of moderate exertion while wearing a protective mask and butyl rubber clothing. Students must be clean shaven as required by AMCR 385-131 for the duration of the course. Individuals are not required to be in the CPRP, and no access to Chemical Surety materiel is required.

SPECIAL INFORMATION: This course is presented both resident and onsite.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL TRANSPORTATION OF HAZARDOUS MATERIALS COURSE
AMMO-L-17 (JT)
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 2 Weeks

PURPOSE: This course provides personnel from all Services with detailed technical information pertaining to transportation of ammunition and other hazardous materials by all modes of transportation.

SCOPE: Course content includes emphasis on DOT and DOD regulation, planning, packaging, marking, labeling, compatibility requirements, placarding, and documentation of hazardous material shipments by all modes of transportation. Detailed instruction is given on outloading drawings necessary to properly block and brace explosives and other hazardous materials in various modes of transportation. Emphasis is placed on physical security of sensitive conventional arms, ammunition, and explosives during transportation. Course content also includes procedures necessary for preparing DD Form 1387-2 required for shipments of explosives and other hazardous materials by military air; instruction in the International Civil Aviation Organization (ICAO) regulations for safe shipment of hazardous materials by commercial aircraft; and special emphasis on radioactive waste relative to packaging, labeling, placarding, shipping papers, and monitoring requirements.

PREREQUISITES: First priority is for those individuals who are enrolled in the QASAS Intern Program as defined in AR 690-950-20. Second priority is for those individuals requiring special certification for job performance. Candidates selected for attendance should be performing work in some phase of transportation of hazardous materials. These phases include any functions or operational duties performed in shipment planning, equipment selection and inspection, loading, blocking, bracing, shipment receiving or release, documentation, and any aspect of traffic management. Personnel should have some basic familiarity with Federal and military regulations pertaining to the transportation of hazardous materials.

SPECIAL INFORMATION: Onsite training in the MTMC-2 course at various selected geographical locations is possible provided such arrangements are made and approved through command channels well in advance. Satisfactory completion of this course meets the requirements of paragraph 1-20b of AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P 4030.19E/DLAM 4145.3 for certification of DD Form 1387-2 and paragraph 33-7 a (1)(b) of AR 55-355/NAVSUPINST 4600.70/AFR 75-2/MCO P 4600.14B/DLAR 4500.3.

SECURITY CLEARANCE: None.

Course Title: TOXIC CHEMICAL TRAINING FOR MEDICAL SUPPORT PERSONNEL
AMMO-M-38
Location: USA Defense Ammunition Center and School
Savanna, IL 61074-9639
Length: 4 Days

PURPOSE: This course is to familiarize Army physicians with chemical surety agents, protective clothing, detection, identification monitoring, decontamination, and first aid/self aid. Those personnel who have a need for such training, particularly those who have an impending assignment with a chemical surety activity, are the primary students.

SCOPE: This course provides an overview of chemical agents, munitions, protective clothing, agent detection, decontamination, the surety program as it applies to the review of medical records, agent safety criteria and CAIRA. Upon completion of the course, the medical officer will possess a perspective of chemical surety materiel (CSM) depot operations and their associated role within those operations.

PREREQUISITES: Nominees should be O-2 and above, or contract physicians, and recommended for the course by the DA Office of the Surgeon General, SGPS-PSP. They should be capable of moderate exertion while wearing protective clothing. Students should be clean shaven as required by AMCR 385-131 for the duration of the course. Individuals are not required to be in the Chemical Personnel Reliability Program, and no access to chemical surety material is required.

SECURITY CLEARANCE: None.

SECTION D

SCHOOL OF MILITARY PACKAGING TECHNOLOGY (SMPT)
Aberdeen Proving Ground, MD 21005-5001
SPONSOR No. 1962

SCHOOL INFORMATION

RESIDENT COURSES: Agencies utilizing quotas for SMPT courses will complete DD Form 1556 and forward it to the Dean, SMPT, ATTN: AMXMC-SMPT-A, Aberdeen Proving Ground, MD 21005-5001, 30 days prior to opening for resident courses and 45 days for onsite courses (with the exception of Army Material Command (AMC) personnel). AMC nominees must submit DD Form 1556 according to AMC-R 350-1, Enrollment of AMC Military and Civilian Personnel in DoD, DA, AMC, TRADOC, and Joint and Single Department Courses, dated 7 September 1979. All nominees should be able to read, comprehend, and apply packaging instruction such as data sheets and specifications. Personnel who do not meet course prerequisites must attach a complete justification requesting a waiver to the DD Form 1556.

GEOGRAPHICAL LOCATION AND CLIMATE: Aberdeen Proving Ground (APG) is located on the Chesapeake Bay near Aberdeen, MD. It is accessible from U.S. Route 40 and Interstate Route 95 (John F. Kennedy Memorial Highway), approximately 30 miles northeast of Baltimore, 70 miles northeast of Washington, and 65 miles southwest of Philadelphia.

The mean monthly temperature for Maryland varies from 34 degrees for January to 75 degrees for July. The annual mean for the state as a whole is 54 degrees. Annual rainfall varies from 25 to 55 inches.

REPORTING AND BILLETING QUARTERS: All DoD military and civilian personnel are required to utilize Government quarters when available. Of available, quarters will be reserved by the APG Billeting office for all DoD civilians, Army officers, and enlisted personnel prior to arrival at APG. Upon arrival at APG, DoD civilians, Army officers and enlisted personnel must report to the Billeting Office, Bldg. 2207, Autovon 298-5148/Commercial 301-278-5148) for assignment of quarters. If quarters are not available, the Billeting Office will issue a certificate of non-availability at that time and authorization will be given to reside off post.

Air Force - Enlisted personnel in the grades of E-6 and below will report to U.S. Air Force Detachment 1, 3340 Technical Training group, Building 4403, AV 298-2379. On weekends and after duty hours report to the USAF Detachment 1 CQ, Building 4403. Officers and enlisted personnel, E-7s and above, will report

directly to the Billeting Office, Building 2207, for quarters (in-processing will be in Building 4217).
Marine Corps/Navy - Officer and enlisted personnel will report to the U.S. Marine Corps Administrative Detachment, Building 4403, (AV 298-8556). Officers will then report to the Billeting Office, Building 2207, for their quarters' assignment. Enlisted Navy and Marine Corps personnel, upon signing in, will be assigned billets at the Marine Corps Detachment, Building 4501.

DINING FACILITIES: A cafeteria is located across the street from SMPT which serves breakfast and lunch. Other facilities include an Officers' Open Mess (Bldg. 30, hours of operation: Monday - Friday Lunch 1130-1300; Tuesday - Friday Dinner 1730-2030; Sunday Brunch 1030-1330); Noncommissioned Officers' Open Mess (Bldg. 2183, hours of operation: Monday - Friday Lunch 1100-1300; Tuesday - Thursday Dinner 1700-2000; Saturday - Sunday 1800-0100--Bar Only); enlisted mess halls at buildings 4219 and 4305. Government Bus Transportation will not be provided to or from dining facilities except lunch. Breakfast and dinner transportation is at student's expense.

WELFARE AND RECREATIONAL FACILITIES: Chapel services of all faiths are conducted regularly. Golf, swimming, fishing, and bowling facilities are available to SMPT students. In addition, there is a theater, post exchange, gymnasium, and Service Club which may be used.

LIBRARY FACILITIES: SMPT students may use the APG Post Library which offers a wide variety of books and periodicals. The SMPT Library, which consists primarily of technical manuals and technical packaging publications, is available to students during duty hours.

CLASS AND STUDY HOURS: Classes are conducted from 0730 to 1615 Monday through Friday with a break for lunch from 1120 to 1220. Students should report to SMPT, Bldg. 360, at 0730 on the first day of class. Exception: Students attending the 8B-F8 (JT) course, Defense Inspection of Packaged Personal Property, will report to Bldg. 3515, across from the Ordnance Museum. Bldg. 360 is at the junction of Colleran and Exchange Roads, directly across from the post cafeteria, just inside Gate 18 of the industrial security area. The security guard Gate 18 will permit entry to the area of Bldg. 360 after 0700 daily upon presentation of copy of travel orders, ID Badge, driver's license, etc. Graduation ceremonies are usually completed at approximately 1100 for most courses on the last day of class. (Note: Students should be advised that graduation ceremonies for SMPT-4 will not be

completed until approximately 1600 on the last day of class.) All students must clear their account with the Billeting Office and, in addition, enlisted students must clear through their attached unit prior to departing Aberdeen Proving Ground (APG).

AVAILABILITY OF PUBLIC TRANSPORTATION: Aberdeen Proving Ground is served by several bus lines which operate on U.S. Route 40 and Baltimore-Washington International Airport (BWI), located 10 miles south of Baltimore.

MAIL AND TELEGRAMS: Official mail and telegrams for officers, civilians, and Army enlisted personnel should be addressed to the student, c/o SMPT, Building 360, Aberdeen Proving Ground, MD 21005-5001. Personal mail for officers, civilians, and Army enlisted personnel should be addressed to the motel or to SMPT. No personal mail will be delivered to BOQs or the Guest House. Marine Corps and Navy mail should be addressed to Marine Corps Administrative Detachment, Building 5457. Air Force mail should be addressed to the U.S. Air Force Detachment 1, 3344 School Squadron, Bldg. 5463.

UNIFORMS: Military personnel will wear the uniform as prescribed by their respective Service for the Aberdeen, MD, area. Work clothing (dungarees/fatigues) may be worn when required in the performance of practical exercises. The Class A or B uniform is mandatory for graduation exercises.

International officers will wear the uniform most nearly equivalent to that prescribed for the corresponding U.S. Service in accordance with their own national and service regulations.

CIVILIAN ATTIRE: Civilian students will wear normal business attire to classes. Bermuda shorts and T-type or exotic shirts are not permitted. It is recommended that work clothing be used during the performance of laboratory and practical exercises.

SHOES: As a safety precaution, students must wear safety shoes or sturdy low-heeled shoes in the practice exercise and laboratory areas. CAUTION: Personnel wearing high heels, canvas shoes, or open sandals will be excluded from participation exercises.

ELIGIBILITY REQUIREMENTS: SMPT courses are tuition free for military and civilian employees of DoD. There is a tuition charge of $46.00 per class day ($230.00 per week), after 1 May 90, for each student from Government civilian agencies outside of DoD. The exact charge for a specific course can be ascertained by telephoning the Registrar at area code 301-278-5185. All applications for SMPT-programmed courses must be submitted no later than 30 days prior to the scheduled date of resident classes for each applicant. A DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) should be submitted in quadruplicate. Contractor enrollment applications may be obtained through the Defense Contract Management Region (DCMR), (formerly Defense Contract Administration Service Region (DCASR)), Air Force and Navy Plant Representatives or from SMPT. The complete company address should be shown on the DD Form 1556. Completion instructions are given on the reverse side of DD Form 1556 dated Mar 87.

For contractor applicants, the application should reflect complete company address with full zip code. The reverse side of the DD Form 1556, copy 3, must show a statement pertaining to on of the following conditions:

a. When one or more current prime or support contracts are in effect:

"This certifies that the applicant fulfills the requirements for participation in this course in accordance with its prerequisites and the interest of the Government under contract number ____ and contract period from ____ to ____."

/s/_____
Signature block of approving authority.

b. When there is no existing contract but an intent to bid has been expressed:

"This certifies that the applicant fulfills the requirements for participation in this course in accordance with its prerequisites and intent to bid on a government contract."

/s/_____
Signature block of approving authority.

Contract data must be provided by the applicants company and validated by the Government's Administrative Contracting Officer, DCAS Packaging Specialist, Installation Transportation Officer (for household goods carriers), or Air Force and Navy plant representatives. Statements must be signed and the position title of the validation authority must be typed or legibly printed.

Confirmation of the enrollment or disapproval will be returned for each nominee after receipt and review of the enrollment form. There is a tuition charge of $46.00 per class day ($230.00 per week), after 1 May 90, for each student from contract civilian agencies.

PER DIEM RATE: The per diem rate for both military and civilian personnel will be governed by the JTR.

SMPT-SPONSORED ONSITE PACKAGING TRAINING CLASSES

Regular courses included in the resident curriculum and special programs of instruction are presented onsite at installations and activities which have submitted training requirements. When onsite training requests for the next FY are submitted before 15 April, in accordance with Chapter 1, "Introduction," SMPT will then fund for the per diem and travel expenses of instructors to the host location. SMPT will also provide instructional materials and salaries of the instructors for this training. All other costs are borne by the host installation and other agencies registering students in the courses. Funding is subject to budget constraints.

Unprogrammed onsite training requests, occurring after the DMET survey is conducted, may be submitted through the agency or Service coordinator to the Dean, SMPT, ATTN: AMXMC-SMPT-A, Aberdeen Proving Ground, MD 21005-5001. Funding for instructor travel and per diem and other related expenses is provided by the requestor.

NONRESIDENT TRAINING
CORRESPONDENCE COURSE PROGRAM

NATURE AND PURPOSE: SMPT offers eight correspondence courses which are available to military and civilian personnel of the Federal Government and qualified individuals from the private sector. The Correspondence Course Program of SMPT is designed to parallel, insofar as practicable, the resident courses offered by the school at Aberdeen Proving Ground, MD.

ELIGIBILITY REQUIREMENTS: Applicants are generally expected to meet the same prerequisites as students in comparable resident courses. SMPT follows a liberal policy on waiving this requirement, however, for students who can show valid need for instruction.

HOW TO APPLY: The individual completes DD Form 1556 or the standard enrollment form of their respective Service:

SERVICE	FORM TITLE AND NUMBER
U.S. Army	DA Form 145, Correspondence Course Enrollment Application
U.S. Air Force	ECI Form 23, ECI Enrollment Application
U.S. Navy	NAVEDTRA 1550/1, Application for Enrollment in Correspondence Course
U.S. Marine Corps	MCIR29B, MCI Enrollment Application

After proper endorsement, the form should be sent to:

Dean
School of Military Packaging Technology
ATTN: AMXMC-SMPT-A
Aberdeen Proving Ground, MD 21005-5001

STUDY MATERIALS: Each correspondence course consists of a study guide, supplemented by other text materials, when applicable, and an examination.

PARTICIPATION REQUIREMENTS: Normally, a student is permitted to enroll in only two correspondence courses at a time. However, where extenuating circumstances exist, the Dean SMPT may grant an exception to this limitation.

Students are expected to accomplish the correspondence course at the rate of 2 1/2 credit hours per month.

When circumstances beyond the control of the students interfere with their meeting the above criteria, they may submit a request for extension of time to the Dean of the School stating the circumstances involved. An adequate extension of time will be granted where warranted.

RECORD OF TRAINING: Each student successfully completing a correspondence course is furnished, through appropriate command channels, a record of training, AMXMC-SMPT Form 38, and ALMC certificate of course completion.

SECURITY CLEARANCE: No security clearance is required.

COST: These correspondence courses are offered at no cost to the DoD personnel.

AVAILABLE CORRESPONDENCE COURSES: The correspondence courses offered and the number of credit hours for each course are listed below. See the description of the related resident course for the scope (except for 8B-F36 (COR), Defense Preparation of Freight for Air Shipment, which is given below).

SMPT Correspondence Course No. 8B-F36 (COR)-Defense Preparation of Freight for Air Shipment (24 credit hours).

Scope: Course content consists of an introduction to preparation of freight for air shipment; unitization and consolidation; container selection; cushioning, blocking, bracing, and anchoring; hazardous materials; marking and labeling for air shipment; and handling, loading, and air delivery.

SMPT Correspondence Course No. 8B-F8 (COR)-Defense Inspection of Packaged Personal Property (37 credit hours).
SMPT Correspondence Course No. 8B-F32 (COR)-Defense Marking for Shipment and Storage (28 credit hours).
SMPT Correspondence Course No. 822-F13 (COR)-Defense Basic Preservation and Packing (48 credit hours).
SMPT Correspondence Course No. 8B-F2 (COR)-Defense Packing and Unitization (48 credit hours).
SMPT Correspondence Course No. 8B-F1 (COR)-Defense Preservation and Intermediate Protection (53 credit hours).
SMPT Correspondence Course No. SMPT-4 (COR) - Defense Packaging Date System, (Code Interpretation) (16 credit hours).
SMPT Correspondence Course No. SMPT-5 (COR) Hazardous Materials Handling (5 credit hours).
SMPT Correspondence Course No. SMPT-6 (COR) Packaging and Handling of Electrostatic Discharge Sensitive (ESD) Items (8 credit hours).

ACCREDITED OFF-CAMPUS INSTRUCTION (AOCI)

NATURE AND PURPOSE: SMPT sponsors an AOCI program for those installations and activities that are desirous and capable of conducting courses with in-house personnel. The training permits the development of knowledge and skills in the area of military preservation and packing. The school provides support by conducting a special instructor training course 8B-F31(JT)/822-F31(JT), Defense Packaging Instructor Training, periodically during the FY for those installations and activities interested in training local personnel to conduct specific SMPT courses. Additional administrative support includes the use of SMPT instructor and student text materials and training aids.

AVAILABLE AOCI COURSES:

8B-F22(JT) 822-F22(JT) Defense Foam-In-Place Packaging (3 1/2 days).
8B-F32(JT) 822-F32(JT) Defense Marking For Shipment and Storage (2 days).
822-F13 (JT) Defense Basic Preservation and Packing (9 1/2 days).
SMPT-5 Hazardous Materials Handling (4 hours).
SMPT-6 Packaging and Handling of Electrostatic Discharge Sensitive (ESDS) Items (7 hours).

ELIGIBILITY REQUIREMENTS: The local training officer will determine which courses meet mission requirements for their activity.

HOW TO APPLY: The installation or activity should prepare a letter stating why the course is desired and the number of students to be enrolled. Following review by SMPT and notification to the installation, the installation must then complete the DD Form 1556 in triplicate for each enrollee.

NOTE: DD Form 1556 is not required for the SMPT-5 course.

The application letter and DD Form 1556 are to be forwarded to:

Dean
School of Military Packaging Technology
ATTN: AMXMC-SMPT-A
Aberdeen Proving Ground, MD 21005-5001

SECURITY CLEARANCE: None.

COST: The AOCI courses are offered at no cost to the user.

AMERICAN COUNCIL ON EDUCATION CREDIT SEMESTER HOURS

Graduates of SMPT courses may be able to obtain academic credit towards vocational certificates and associate or baccalaureate degrees. The following courses, currently or formerly conducted by SMPT, have been recommended by the American Council on Education for semester hour credit at civilian education institutions (Guide to the Evaluation of Educational Experiences in the Armed Services). The granting of such credit is the prerogative of the individual college or university.

COURSE	VOCATIONAL CREDIT	UNDER-GRADUATE CREDIT	RECOMMENDED SEMESTER HR CREDIT
Defense Basic Preservation & Packing (822-F13)	x		1
Defense Packaging Design (8B-F16)		x	1
Defense Packaging Management Training (8B-F26)		x	6

Defense Packaging of Hazardous Materials for Transportation (8B-F7)	x	1
Defense Packing & Unitization (8B-F2)	x	1
Defense Preservation & Intermediate Protection (8B-F1)	x	1

DESIGNATION AS A MILITARY PACKAGING PROFESSIONAL

The program to designate individuals as military packaging professionals is designed to award a certificate to those who take advantage of continuing education and improve their potential in the military packaging career field. The program is cosponsored and approved by the National Institute of Packaging, Handling and Logistics Engineers. It is administered by the School of Military Packaging Technology (SMPT) at Aberdeen Proving Ground, MD. The program serves as a means of identifying individuals who care to take the extra step or two to improve their understanding of the packaging function.

REQUIREMENTS: The basic requirement is satisfactory completion of three core SMPT courses; 8B-F1, 8B-F2, and 8B-F16. A waiver to the core course requirements may be granted by submission of a request for waiver with full justification to the SMPT military packaging professional certification review board. Also required is satisfactory completion of six additional elective packaging courses, which can be taken from SMPT by either the resident, on-site, correspondence or AOCI modes. Courses taken at civilian or other service schools, that are packaging or related logistics courses, may qualify as acceptable electives, upon petition to SMPT for their approval. A minimum of 5 years experience in the packaging field is also necessary.

APPLICATION: Application for designation as a Military Packaging Professional may be accomplished by contacting the Dean, School of Military Packaging Technology, ATTN: AMXMC-SMPT-T, Aberdeen Proving Ground, MD. 21005-5001, Telephone: AV 298-2231, commercial area code (301) 278-2231. Candidates will be required to complete an application form and provide documentary evidence of successful completion of the required and elective courses.

SECTION D

SCHOOL OF MILITARY PACKAGING TECHNOLOGY

COURSE DESCRIPTIONS

Course Title: DEFENSE ADVANCED PRESERVATION AND PACKING
8B-F3 (JT)/822-F3 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 4 1/2 Days

PURPOSE: This course provides a setting for the discussion of emerging philosophies, issues, and problems, along with advances in techniques and materiel that are currently changing the face of military packaging in DoD. 8B-F3(JT) also fulfills the requirements for refresher training and recertification to civilian and military personnel of DoD, previously certified as accredited packaging instructors in the SMPT AOCI program.

SCOPE: Three instructional approaches underscore the course. One provides a core curriculum of subjects of current interest to packaging personnel in the Government and industry such as policy, packaging protection against electrical forces (ESD), packaging discrepancies, disposability, performance-based packaging, the Hazardous Materials Information System, the Container Design Retrieval System, and the DoD Packaging Data System (MIL-STD-2073). A second utilizes case studies and a panel discussion to debate problems and broad issues such as packaging simplifications, commercial versus military packaging, and performance versus design packaging. This area in particular encourages extensive student discussion. A third approach involves guest lecturers from Government and the private sector to unfold new products and equipment, procedures, and applications in packaging.

PREREQUISITES: This course requires that students have successfully completed 8B-F1(JT)/822-F1(JT) Defense Preservation and Intermediate Protection, 8B-F2(JT)/822-F2(JT), Defense Packing and Unitization courses, at least 2 years prior to the starting date of this course, or have had practical experience equivalent to the scope of instruction contained in those courses. Nominees should have at least 1 year of service remaining after completion of course.

WHO SHOULD ENROLL: This course is designed for military and civilian personnel of the DoD and other government activities and contractor personnel who have a packaging contract with a military service or are suppliers of packaging materials to the service or have declared an intent to bid on a military contract.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE BASIC PACKAGING (MC)
SMPT-1
Location: MCLB, Albany, GA
Length: 5 Weeks

PURPOSE: The course is designed to train enlisted personnel of the Marine Corps in basic preservation and packing principles; the approved policies, methods, and techniques of vehicle processing for shipment or storage; and the general requirements for the handling of hazardous materials.

SCOPE: The course encompasses only the most predominate processes, methods, procedures, containers, marking methods, and procedures used in the field of preservation and packing at DoD installations. It provides the theory and practical application of procedures required for cleaning, preserving, processing, and marking of general purpose vehicles, track laying vehicles, materiel handling equipment, and construction equipment. It also provides training in the transportation of hazardous materials by military aircraft for handlers.

PREREQUISITES: The course is designed for enlisted personnel who have assignments at an entry or basic level in preservation and packing operations for the Marine Corps, MOS 3052 Preservation, Packaging and Packing Technician. Enlisted personnel should have 9 months or more of active or reserve component service remaining after completion of this course.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE BASIC PRESERVATION AND PACKING
822-F13 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: This course is designed to train enlisted personnel and civilian employees of the Army, Navy, Air Force, Marine Corps, and DLA in basic preservation and packing principles, and procedures in preparing new and repairable materiel for storage or shipment.

SCOPE: This course encompasses only the most predominantly used processes, methods, procedures, and containers used in the field of preservation and packing at DoD installations. This course consists of an introduction to preservation; corrosion control; cleaning and drying; electrostatic discharge control; preservation materials and equipment; preservatives; cushioning, blocking, and bracing; preservation methods; miscellaneous packaging requirements; introduction to packing; fiberboard boxes; triple wall corrugated fiberboard boxes; wooden boxes; crates; miscellaneous containers, and Fast Packs; weatherproofing the pack; cargo unitization; marking and labeling; hazardous materials; packing for parcel post; industrial packaging; and preservation and packing for shipment. Methods of instruction include an emphasis on "hands-on" practical exercises in addition to conferences and demonstrations.

WHO SHOULD ENROLL: This course is designed for operational enlisted and civilian personnel who have assignments at an entry or basic level in preservation and packing operations, transportation, parcel post, prepack, pre-issue, storage, maintenance, and supply. The course is required for Marine Corps MOS 3052, Preservation, Packaging and Packing Technician, or Marines who have not completed SMPT-I (MC). All nominees must possess the ability to read and comprehend the content of the course. Enlisted personnel should have nine months or more of active or reserve component service remaining after completion of the course. This course is not designed for students who have successfully completed 8B-F1 and 8B-F2.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE FOAM-IN-PLACE PACKAGING
8B-F22 (JT)/822-F22 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 3-1/2 Days

PURPOSE: This course provides training for operating, supervisory, QA personnel, and packaging specialists in the applications of polyurethane foam-in-place packaging.

SCOPE: The course of instruction includes historical background, chemistry, and properties of polyurethane and materials; a review of safety/environmental/ventilation requirements; operations and maintenance of foam dispensing equipment. The course consists also of conferences, demonstrations, classroom-practical exercises, and hands-on exercises in constructing several foam-in-place packs.

PREREQUISITES: Personnel must have attended the Basic Preservation and Packaging Course, 822-F13 (JT), or equivalent courses and must have 1 year field experience.

WHO SHOULD ENROLL: This course is designed for Civil Service employees, contractors, commissioned officers and enlisted personnel of the active Army, Navy, Marine Corps, Air Force or of a reserve component who are presently in an assignment requiring technical knowledge in polyurethane foam-in-place packaging or qualified in any occupation containing the entry group of packaging supervisor/specialist, general supply, maintenance, or procurement.

SECURITY CLASSIFICATION: Unclassified.

NOTE: Students should bring one set of work clothing to be worn during the practical exercises. This is imperative since the foam-in-place materials will damage any clothing with which they come in contact.

Course Title: DEFENSE INSPECTION OF PACKAGED PERSONAL PROPERTY
8B-F8/822-F8 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 4 1/2 Days

PURPOSE: This course is designed to train military and civilian personnel of DoD current requirements and procedures used in the preparation and inspection of personal property for shipment and storage.

SCOPE: This course presents information relating to the DoD policy and procedures for shipment and storage of crated and uncrated personal property; requirements of DoD 4500.34-R and MIL-STD-212; inspection and responsibilities; inspector's use of the Tender of Service; counseling the member; blocking, bracing, and cushioning; use of shipping containers; preparation of appliances and personal property for shipment; packaging materials used for personal property; inspection of local moves; movement of mobile homes; inspection of containerized shipments; commercially-owned and Government-owned containers; Performance Work Statement of Packing Containerization and Local Drayage. Guest speaker from the Military Traffic Management Command (MTMC).

PREREQUISITES: None.

WHO SHOULD ENROLL: Nominees should be personnel responsible for shipping, counselling, and inspecting the packaging of personal property to be stored or shipped for the DoD, including contracting and transportation officers and other personnel responsible for personal property shipments; military and civilian inspectors; installation or Service school instructors on this subject; personnel engaged in consultant work or who are responsible for the preparation of procedures and regulations in the field of domestic and overseas movement of personal property.

COMMERCIAL REPRESENTATIVES: Commercial representatives should be personnel whose companies hold a Letter of Intent and are approved as qualified carriers or agents by MTMC or who are declaring an intent to bid on a military contract. Positions should correspond to those described above for military and civilian employees engaged in the movement of packaged personal property.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE MARKING FOR SHIPMENT AND STORAGE
8B-F32/822-F32 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 3 Days

PURPOSE: This course is designed to train military personnel, civilian Government employees, and qualified members of industry in the current requirements and procedures for the uniform marking of military supplies and equipment for shipment and storage. Emphasis is placed on problem areas that give rise to frequent reports of marking errors and deficiencies.

SCOPE: This course provides an overview of the DoD Logistics Systems; general and detailed marking requirements of MIL-STD-129; marking and labeling hazardous materials and review, examination and critique.

PREREQUISITES: None.

WHO SHOULD ENROLL: Military and civil service personnel are eligible for this course. Personnel selected to attend this course should have technical or supervisory responsibilities in one or more of the following categories: Preservation, packaging and packing operations, procurement, contract administration, packaging inspection, packaging design, packaging testing and evaluation, and other related fields. Personnel selected should have at least 1 year of service remaining after completion of the course and be able to read and comprehend military and Federal specifications and standards.

INDUSTRIAL REPRESENTATIVES: Commercial concerns, prime or subcontractors, who have a packaging contract with a military service, who supply packaging materials to the Services, or who have declared an intent to bid on a military contract, are authorized to attend the course.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE PACKAGING DATA SYSTEM
SMPT-4
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 3 days

PURPOSE: This course is designed to train military and civilian personnel of DoD the proper implementation of MIL-STD-2073-I and MIL-STD-2073-2 when developing and transmitting packaging data.

SCOPE: This course addresses the applicability, interpretation, implementation, and codification of the requirements of MIL-STD-2073-1, DoD Materiel Procedures for Development and Application of Packaging Requirements, and the use of MIL-STD-2073-2, Packaging Requirements Codes to encode and decode the packing requirements of MIL-STD-2073-1.

PREREQUISITES: Candidates for the course should have a basic working knowledge of preservation and packaging equivalent to 8B-F1(JT), Defense Preservation and Intermediate Protection, and 8B-F2 (JT), Defense Packing and Unitization course. Nominees should have a minimum of 2 years of service remaining after course completion. In addition, they must be able to read and understand specifications, standards, and other Government publications, and have a working knowledge of automated data processing systems.

WHO SHOULD ENROLL: This course is designed for military and civilian personnel of the DoD and contractor personnel who have current or anticipated assignments that require the ability to develop and record packaging requirements following the procedures of MIL-STD-2073-1 and MIL-STD-2073-2.

SECURITY CLEARANCE: Unclassified.

Course Title: DEFENSE PACKAGING DESIGN
8B-F16 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: This course is designed to train military and civilian personnel in DoD-approved policies, methods, and techniques of packaging design. Emphasis is placed on the selection of packing and cushioning materials which will provide adequate protection to military items of supply at minimum cost.

SCOPE: This course addresses the following topics associated with packaging design: transportability, the natural environment, deterioration of materials, identifying item characteristics, the transportation environment packaging materials, environmental consideration, shock and vibration mitigation, container design and selection, the design process, packaging documentation, trends in packaging design, package testing and safety.

PREREQUISITES: This course is designed for military and civilian personnel who have completed courses 8B-F1(JT), Preservation and Intermediate Protection, and 8B-F2(JT), Packing and Unitization, or those individuals possessing a high degree of packaging knowledge. All nominees must possess the ability to read and comprehend military and Federal specifications and standards. In addition, the student must be able to perform mathematical computations involving algebra. Waivers for personnel not meeting the prerequisites of DoD catalog 5010.16 must attach a complete justification to the DD Form 1556.

WHO SHOULD ENROLL: This course is intended for personnel in charge of packaging operations, personnel responsible for documenting packaging instructions, quality assurance programs, packaging administrators and technicians in contract administration activities, quality assurance representatives of journeyman level or equivalent, instructors of packaging in DoD installations, personnel responsible for determining packaging requirements and packaging specifications writers personnel providing packaging consultant services or engaged in similar levels of work in the field of packaging, personnel responsible for packaging laboratory work, packaging specialist and packaging engineers.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE PACKAGING FOR LOGISTICS MANAGERS SEMINAR
8B-F4 (JT)/822-F4 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 1 Day

PURPOSE: This course will inform executive level military and civilian logistics managers of military packaging considerations and requirements as described in laws, directives, and regulations which may impact installation missions and operations.

SCOPE: The seminar provides logistics managers with reasons why military packaging is important and the effect it has on other logistics disciplines. Topics include current packaging requirements in accordance with laws, regulations, standards, and policies; identification of packaging problem areas; requirements for packaging training; packaging as an element of integrated logistics support; and the future of packaging. The seminar must be conducted concurrently with a scheduled onsite course and at the same location or by special arrangement.

PREREQUISITES: None.

WHO SHOULD ENROLL: Nominees should be military commanders, DoD civilian executives, and their principal staff members who are in a position to recommend courses of action or make decisions that affect packaging.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE PACKAGING INSTRUCTOR TRAINING
8B-F31/822-F31 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: The purpose of this course is to train military and civilian personnel of the Department of Defense (DoD) to conduct instruction in selected military packaging courses and to certify these personnel as SMPT accredited off-campus instruction (AOCI) instructors. AOCI instructors will be trained and certified within the professional standards adopted by SMPT. Certification will be valid for three years unless sooner revoked The AOCI instructor must be recertified every three years by completing 8B-F3 (JT), Defense Advanced Preservation and Packing. Instructors certified under the AOCI program are authorized to conduct only the following courses: 822-F133 (JT), Defense Basic Preservation and Packing; SMPT-5 Hazardous Materials Handling; SMPT-6 Packaging ESDS Items; 8B-F22 (JT), Defense Foam-In-Place Packaging; 8B-F32 (JT), Defense Marking for Shipment and Storage.

SCOPE: The course presents information relating to packaging publications, fundamentals and principles of instruction, use of training aids, preparation for instruction , how to conduct demonstrations and practical exercises, student practice speaking, student classroom presentations, lesson plan development, and the organization of local training programs. Subject areas which may be selected for student presentations include the following: Introduction to Military and Industrial Packaging; Cleaning and Drying; Preservation Materials and Equipment; Methods of Preservation; Fiberboard Boxes; Wood Boxes; Crates; Special Purpose Shipping Containers; Cushioning, Blocking and Bracing; Weatherproofing, Cargo Unitization; Marking and Labeling; Small Parcel Shipment; Foam-In-Place Packaging; Packaging of esds Items; and other DoD packaging related topics such as quality assurance and logistics.

PREREQUISITES: The prerequisites for 8B-F31 (JT) are successful completion of the following onsite or resident SMPT courses:
8B-F2 (JT), Defense Preservation and Intermediate Protection and
8B-F2 (JT), Defense Packaging and Unitization or
8B-F26 (JT), Defense Packaging Management Training Program (Intern).

Prior to teaching 8B-F22 (JT), Defense Foam-In-Place Packaging or 8B-F32 (JT), Defense Marking for Shipment and Storage, the AOCI instructor must have successfully completed the 8B-F22 (JT) and 8BF32 (JT) courses.

WHO SHOULD ENROLL: Nominees should be civilian or military personnel who are presently working in the field of military packaging. The individual should have previously demonstrated the ability to instruct or to communicate and should have a desire to teach.

SECURITY CLASSIFICATION: Unclassified.

NOTE: For recertification requirement see course 8B-F3 (JT), Defense Advanced Preservation and Packing.

Course Title: DEFENSE PACKAGING MANAGEMENT TRAINING PROGRAM
8B-F26 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 Weeks

PURPOSE: This course is designed to train military and civilian personnel who are entering the packaging specialist program in the techniques and skills required to perform at the journeyman level and to provide the military services and DLA with a well-trained group of packaging specialists from which future managers and executives may be selected.

SCOPE: Course content places emphasis on relating the philosophies, concepts, and practices of military packaging to packaging management. Lecture/conferences and practical exercises are provided in preservation and intermediate protection, packing and unitization , marking for shipment and storage, packaging of hazardous materials for transportation, foam-in-place packaging, and packaging design. Guest speakers and field training trips are part of regular classroom instruction . Students will prepare a research paper working largely on their own time.

PREREQUISITES: Students are selected by their local training officers. All nominees must be able to read and comprehend military and Federal specifications, standards, civilian technical publications, articles, and monographs. Personnel nominated to attend this program should be those who have been selected as possessing management potential by their employing activity whose actual or anticipated assignment is as a packaging specialist, GS-5 or GS-7, and whose target journeyman positions are GS-9 or above. Military personnel nominees are normally personnel having, or expected to have, extensive packaging responsibilities. The other regulatory bodies. This training satisfies the requirements of paragraph 33-7 of AR55-355/NAVSUPINST 4600.70/AFR 75-2/and Army Career Fields 76 are preferred.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE PACKAGING OF HAZARDOUS MATERIALS FOR TRANSPORTATION
8B-F7/822-F7 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: The purpose of 8B-F7 (JT)/822-F7 (JT)) is to train military personnel, civilian government employees, and qualified members of industry in the current requirements and procedures in the preparation of hazardous materials for transportation through the approved methods and techniques of the Department of Defense (DoD), Department of Transportation (DOT), and other regulatory bodies. This training satisfies the requirements of paragraph 33-7 of AR55-355/NAVSUPINST 4600.70/AFR 75-2/MCOP 4600.14/DLAR 4500.3, and paragraph 1-20 of AFR 71-4/TM 38-250/NAVSUP PUB 505/MCOP 4030.19/DLAM 4145.3 for initial certification. Recertification is required at least every 24 months.

SCOPE: This course provides training in the use of regulatory documents for the transportation of hazardous materials. The documents include those that regulate domestic commercial shipments, Code of Federal Regulations Title 49 (CFR-49); international air shipments, International Air Transport Association (IATA) and International Civil Aviation Organization (ICAO); international water shipments, International Maritime Organization (IMO Dangerous Goods Code); and military air shipments, AFR 71-4. Areas of particular study include classification, shipping papers, marking and labeling, placarding, compatibility, as well as containers authorized for packaging of hazardous materials. In addition, the course contains instruction in the DD Form 1387-2 certification requirements.

PREREQUISITES: All nominees must possess the ability to read and comprehend regulatory documents and Federal/military specifications and standards governing the transportation of hazardous materials. While a pretest is not a requirement, preference will be given to personnel who have taken the pretest answering more than seventeen questions correctly. Personnel nominated should have at least one year of service remaining after completion of the course.

WHO SHOULD ENROLL: This course is designed for commissioned and warrant officers, enlisted personnel, and civilian employees who are assigned in one of the following or similar categories: personnel responsible for packaging and certifying hazardous military supplies and equipment or for their transportation or procurement, military installation inspectors responsible for inspecting hazardous materials for shipment, installation or service school instructors on this subject, personnel engaged in consultant or laboratory work pertaining to hazardous materials, and personnel responsible for preparing specifications or technical instructions on hazardous materials. Industrial representatives of commercial concerns, prime contractors or sub-contractors who are involved in packaging or transportation or who have current or government contracts or who intend to bid on a defense contract are authorized to attend this course.

SECURITY CLASSIFICATION: Unclassified.

Note: This training satisfies the requirements of paragraph 33-7 of AR 55-355/NAVS UPINST 4600.70/AFR 75-2/MCO P4600.14B/D LAR 4500.3, Defense Traffic Management Regulation, as well as paragraph 1-20 of AFR 71-4/TM 38-250/NAVS UP PUB 505/MCO P4030.19E/D LAM 4145.3, Preparing Hazardous Materials for Military Air Shipment, for the initial certification. Recertification is required at least every 24 months.

Course Title: DEFENSE PACKING AND UNITIZATION
8B-F2/822-F 2 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: This course is designed to train military and civilian personnel in DoD-approved policies, methods, materials, and techniques of packing, marking, and loading of military supplies and equipment for storage and shipment.

SCOPE: This course describes DoD packing policies, and shows how to construct, reinforce, weatherproof, cushion, and block and brace containers. The DoD Container Design Retrieval System program is discussed, along with marking and labeling for shipment and storage. Containerization and palletization, carloading and use of freight regulations for railroad shipments, and resources conservation are other topics covered.

PREREQUISITES: Students must be able to read and understand specifications, standards and other government publications. Nominees should have a minimum of one year of service remaining after completion of the course.

WHO SHOULD ENROLL: Commissioned and warrant officers and enlisted personnel who have existing or anticipated working or supervisory responsibilities in areas such as packing or loading operations at a military or industrial installation, operators of box and crate shops, storage and supply operations, contract administration, inspection programs loading equipment and materials handling systems, design and fabrication of containers, and research and development programs are eligible. The course is also for persons having existing or anticipated assignments as Off-Campus Instructors (AOCI). Industry representatives should be packaging specialists, packaging supervisors or packing engineers.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE PRESERVATION AND INTERMEDIATE PROTECTION
8B-F1/822-F 1 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 9 1/2 Days

PURPOSE: This course is designed to train commissioned officers, enlisted personnel, and civilian personnel in the latest and most effective concepts and techniques of DoD concerning policies and procedures for cleaning, drying, preserving, and packaging of military supplies and equipment with emphasis on packaging costs and applications to current items of supplies.

SCOPE: This course is oriented toward DoD packaging policies; packaging specifications; cleaning and drying; preservatives and their applications; methods of preservation; marking; economy in packaging; packaging codes; fast pack containers; packaging inspection; and resource conservation. Classroom and "hands-on" practical exercises are strongly emphasized.

PREREQUISITES: This course is designed for commissioned and warrant officers, enlisted personnel, and civilian employees who have current or anticipated assignments involving preservation and packaging operations, procurement , contract administration, quality control, technical writing, packaging instruction, packaging testing and evaluation, or other related fields. Personnel nominated should have at least 1 year of service remaining after completion of the course. All nominees must possess the ability to read and comprehend military and Federal specifications and standards.

INDUSTRIAL REPRESENTATIVES: Commercial concerns, prime or subcontractors, who have a packaging contract with a military service, who supply packaging materials to the Services, or who have declared an intent to bid on a military contract, are authorized to attend the course subject to approval of their application and the availability of spaces for industry. Applications should be submitted through the Defense Contract Management Area Operations (DCMAO), (formerly Defense Contract Administration Services Management Areas (DCASMA)), office serving the area or the Contract Administration Office serving the contractor's plant. SMPT will schedule industry applications on a space available basis.

SECURITY CLEARANCE: None.

Course Title: DEFENSE (REFRESHER) PACKAGING OF HAZARDOUS MATERIAL FOR TRANSPORTATION
8B-F35/822- F35 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 3 Days

PURPOSE: This course is designed to provide military personnel, civilian Government employees, and authorized industrial representatives with refresher training required by statutory regulations in the proper packaging of hazardous materials for transportation by military. Satisfactory completion of this course and authorization from the activity's commander will allow the individual to certify DD Form 1387-2 for military airlift of hazardous materials.

SCOPE: The course reviews the regulations governing the packaging and certifying of hazardous materials for all modes of transportation. It includes the reconsidering of requirements of 49 CFR Parts 107 and 172-178; International Air Transport Association Dangerous Goods Regulations (IATA); Preparing Hazardous Materials for Military Air Shipments, AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P4030.19/DLAM 4145.3, Recommendations on the Transport of Dangerous Goods, and International Maritime Dangerous Goods Code. It also reviews the MIL-STD-129 requirements for the uniform marking of military supplies.

WHO SHOULD ENROLL: Military and civilian personnel who need to enroll in the course are those who require retraining in the basic governing procedures and the updating of new regulations. These employees are assigned in one of the following or similar categories: personnel responsible for packaging and certifying hazardous military supplies and equipment or for their transportation or procurement, military installation inspectors responsible for inspecting hazardous materials for shipment, installation or service school instructors on the subject, personnel engaged in consultant or laboratory work pertaining to hazardous materials, and personnel responsible for preparing specifications or technical instructions on hazardous materials. Industrial representatives of commercial concerns, prime contractors or subcontractors who are involved in packaging or transportation or who have current or government contracts or who intend to bid on a defense contract are authorized to attend this course.

SECURITY CLASSIFICATION: Unclassified.

Course Title: DEFENSE VEHICLE PROCESSING FOR SHIPMENT OR STORAGE
8B-F6/822-F 6 (JT)
Location: School of Military Packaging Technology
Aberdeen Proving Ground, MD 21005-5001
Length: 4 1/2 Days

PURPOSE: This course is designed to train military and civilian personnel in DoD-approved policies, methods, and techniques of vehicle processing for shipment or storage.

SCOPE: Course content includes theory and practical application of procedures required for cleaning, preserving, processing, and marking of general purpose vehicles, track laying vehicles, material handling equipment, and construction equipment.

PREREQUISITES: This course is designed for officers, enlisted personnel, and civilian employees who have current or anticipated assignments involving vehicle or equipment preservation in the following or similar operations: Storage, supply, transportation ion, procurement, contract administration, quality control, technical writing, or instruction in processing of equipment for shipment or storage. Nominees should have successfully completed the 822-F13(JT) Defense Basic Preservation and Packing Course, or the equivalent. Personnel nominated should have at least 1 year of service remaining after completion of course. All nominees must possess the ability to read and comprehend military and Federal specifications and standards.

INDUSTRIAL REPRESENTATIVES: Commercial concerns, prime or subcontractors, who have a packaging contract with a Military Service, who supply packaging materials to the Services, or who have declared an intent to bid on a military contract, are authorized to attend the course subject to approval of application and the availability of spaces for industry. Applications from industry should be submitted through the Defense Contract Management Area Operations (DCMAO), (formerly Defense Contract Administration Services Management Areas (DCASMA)), office serving the area or the Contract Administration Office serving the contractor's plant.

SECURITY CLEARANCE: None.

Course Title: HAZARDOUS MATERIALS HANDLING
SMPT-5
Location: Onsite at Place of Employment
Length: 4 Hours

PURPOSE: This course is designed to provide initial and annual refresher training to military and civilian personnel who handle, load, unload, and store hazardous materials, as well as personnel who enter a hazardous material area in the recognition of hazard class labels and placards, compatibility for loading and/or storage and safety. This training is for other than certifying official and meets the requirements of AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P4030.19E/DLAM 4145.3, paragraph 1-22.

SCOPE: Course content includes recognition of material handling markings, hazard class labels, and the effects of each hazard if accidently released; segregation of classes of hazards according to published compatibility charts for loading in trucks, railcars, and aircraft; neutralization and cleanup of minor spills; emergency measures in case of major incidents; recognition of damaged containers and proper disposition of same.

PREREQUISITES: Nominees should be military and civilian personnel who are assigned jobs involving the handling and storage of hazardous materials such as forklift operators, freight terminal ramp personnel and warehousemen. This includes other jobs in which a knowledge of hazardous materials handling is required, and personnel coming in contact with hazardous material areas.

SECURITY CLASSIFICATION: Unclassified.

NOTE: The course is presented and monitored by personnel at the local installation. Personnel assigned to present the course should be selected on the basis of their knowledge of hazardous materials. Training materials are provided by SMPT. This course is not a qualifying prerequisite for personnel to certify the DD Form 1387-2, as prescribed by AFR 71-4/TM 38-250/NAVSUP PUB 505/MCO P4030.19E/DLAM 4145.3, paragraph 1-20.

Course Title: PACKAGING AND HANDLING OF ELECTROSTATIC DISCHARGE SENSITIVE (ESDS) ITEMS
SMPT-6
Location: Onsite at Place of Employment
Length: 7 Hours

PURPOSE: This course is designed to provide military and civilian personnel with a basic understanding of the electrostatic discharge (ESD) phenomenon, its causes, the damage resulting from ESD, and the techniques of damage control. The objective of the course is to reduce repair costs, prevent excessive equipment downtime, and enhance mission effectiveness within DoD.

SCOPE: This course consists of the following subject areas: the basic theory of static electricity, triboelectric effect, electromagnetic induction, definitions , isolating the ESD work area, control measures, protective materials and equipment, correct procedures for handling static sensitive components, protective packaging, and ESD marking and labeling.

PREREQUISITES: None.

WHO SHOULD ENROLL: This course is recommended for all military personnel, DoD civilian and contractor personnel, who have a desire for information concerning the packaging and handling of electrostatic discharge sensitive items.

SECURITY CLASSIFICATION: Unclassified.

SECTION E

U.S. ARMY TRANSPORTATION SCHOOL
Fort Eustis, VA 23604-5408
SPONSOR No. 1960

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION AND CLIMATE: The U.S. Army Transportation School (USATSCH) is located in Building 705, Fort Eustis, VA, on Virginia State Route 105, just off U.S. Route 60, in the northern part of the city of Newport News. U.S. Route 60, Interstate Route 64, and Virginia State 142 pass very close to the main gate of Fort Eustis.

Precipitation averages about 40.7 inches per year and is evenly distributed throughout the year. High relative humidity prevails during much of the spring and summer seasons. The seasonal snowfall average is about 4.6 inches. Average monthly temperatures range from 85 degrees in July to 34 degrees in January.

QUARTERS: Billeting policies are subject to change; therefore, all officers, enlisted personnel E-6 and above, and civilians should contact the Billeting Office, Building 2110, for any questions concerning the current billeting policy, area code 804-878-2337; AUTOVON 927-2337. Arrangements for off-post housing should not be made prior to contacting Billeting. The Billeting Officer is designated responsibility for issuing the certificate of nonavailability of quarters.

Field Grade Officers who are TDY to Fort Eustis are not required to occupy visiting officer's quarters (VOQ) accommodations.

U.S. Army officers and enlisted personnel E-6 and above, report to the Billeting Office, Building 2110. Accommodations are made on first-come, first-served basis. If a room is not available, a certificate of nonavailability will be issued. Complete details on the billeting policy are available at the Billeting Office.

U.S. Army enlisted personnel E-5 and below, report to the 8th Trans Brigade, SDNCO, front entrance, Building 1005 during duty hours and Building 1012 during non-duty hours.

RATES:

VOQ	TDY	$16.00 Per Day
*Non-TDY		$16.00 - $22.00 Room or Suite
VEQ	TDY	E-6 Below $8.00 Per Day
VEQ	TDY	E-7 Above $16.00 Per Day
*Non-TDY	VEQ	$16.00 Per Day

*Maximum stay in Transient Quarters is 30 days for permanent change station (PCS), then on a day-to-day basis space available.

MESSING FACILITIES: The Fort Eustis Officers' Club has been designated as an essential mess; therefore, all officers regardless of club membership may use the food service facilities. Only bona fide club members may utilize club facilities other than the mess. The club recognizes club cards from other posts for officers TDY to Fort Eustis for 30 days or less and officers at Fort Eustis for more than 30 days or less. Officers at Fort Eustis for more than 30 days may join the club for the duration of their TDY. Thirty-day temporary memberships are available for visiting officers without home station club affiliations.

WELFARE AND RECREATIONAL FACILITIES: There are welfare activities typical of large military installations. The McDonald Army Hospital at Fort Eustis offers a wide range of clinical and general hospital services. The Tignor Army Dental Clinic offers the latest techniques in dental care. Chaplain activities provide for the religious needs of those of Protestant, Catholic, and Hebrew faiths. There are a number of chapels located conveniently throughout the Fort. Other welfare activities available include the American Red Cross, Army Emergency Relief, and Legal Assistance Office. For the sportsman, golf, bowling, swimming, a gymnasium, and limited hunting and fishing are available. Membership in the Officers' Open Mess is available for Civil Service personnel in pay grades GS-7 and above.

CLASS AND STUDY HOURS: Classes are conducted from 0730 to 1630 Monday through Friday. The normal day includes 6-8 POI hours.

SCHOOL LIBRARY FACILITIES: The Main Post Library is located in Building 1313, just two short blocks from Building 705, where the Transportation School is located. In addition to the Main Post Library, there is a large modern library located on the first floor of the main corridor of Building 705. This library, in addition to maintaining thousands of volumes, keeps current with

complete sets of Army regulations, pamphlets, circulars, technical manuals (TMs), field manuals (FMs), and numerous other references too voluminous to list. This school library also maintains daily editions of all large city newspapers.

REGISTERING AND RELEASE TIMES AND PROCEDURES: Students are required to report on the day preceding a class starting date. Most required post processing is accomplished by USATSCH personnel prior to the student's arrival. Classes start at 0730 of the class starting date. Students are usually released prior to 1200 of the class closing date (exceptions are short courses).

AVAILABILITY OF PUBLIC TRANSPORTATION: Fort Eustis is served by the Greyhound Bus Lines, with service to all points, from a bus station located within 200 yards of the main gate. In addition, Patrick Henry Airport, located approximately 4 miles south of Fort Eustis on Route 143, is the major air terminal for many large airlines, where flights can be booked to all points. Commercial taxi service is available on post. City bus service is available for downtown visits.

SECTION E

U.S. ARMY TRANSPORTATION

COURSE DESCRIPTIONS

Course Title: BASIC FREIGHT TRAFFIC COURSE
8C-F12/553-F1
Location: U.S. Army Transportation School
Fort Eustis, VA 23604-5408
Length: 2 Weeks

PURPOSE: To provide selected personnel with a knowledge of the role of commercial carriers in the movement of DoD freight within the United States and the skills to procure and evaluate commercial transportation services.

SCOPE: Course content is structured to cover transportation operating agencies; transportation officer functions; motor, rail, water and air carrier industries; tariffs and tenders; routing; commercial freight documentation; transportation security; hazardous cargo; loss and damage; detention and demurrage; and the carrier performance program.

PREREQUISITES: Active DoD and reserve commissioned officers O-1 through O-3, warrant officers, WO1 through CW4, enlisted personnel, E-4 and above, DoD civilians in grades GS-3 through GS-9, and contractor personnel assigned or on orders to positions where procuring and/or evaluating commercial transportation services are required.

SECURITY CLEARANCE: None.

Course Title: DEFENSE ADVANCED TRAFFIC MANAGEMENT COURSE
8C-F3
Location: U.S. Army Transportation School
Fort Eustis, VA 23604-5408
Length: 3 Weeks

PURPOSE: To provide further career development for senior staff and supervisory traffic management personnel. MOS or SSI for which trained—none. ASI 3T awarded to officers.

SCOPE: Presentations by guest speakers from the DoD, other Federal Agencies, and the commercial carrier industry; tours of traffic management activities; and student presentations.

PREREQUISITES: Active DoD and Reserve component personnel 0-4 and above and Federal Government civilian employees GS-11 and above in traffic management positions. Obligated service for active Army commissioned officers—none.

SECURITY CLEARANCE: None.

Course Title: INSTALLATION TRAFFIC MANAGEMENT COURSE
8C-F4
Location: U.S Army Transportation School
Fort Eustis, VA 23604-5408
Length: 4 Weeks

PURPOSE: This course provides selected supervisory personnel with a working knowledge in the economical and efficient performance of commercial and military traffic functions and to provide a general knowledge of the military transportation functions of an installation transportation officer.

SCOPE: Course content is structured to teach at the management level in passenger travel, shipment of personal property, commercial freight, hazardous cargo and military standard transportation and movement procedures.

PREREQUISITES: Active DoD and reserve commissioned officers and warrant officers assigned to traffic management positions, DoD civilian personnel in the grade of GS-7 and above. DoD civilian personnel in grades GS-5/6 may attend on a space available basis; request for waiver of grade is required. Management contractor personnel may also attend who are assigned or under orders for assignment to installation transportation office duties.

SECURITY CLEARANCE: None.

Course Title: JOINT PERSONAL PROPERTY
8C-F5/514-F2
Location: U.S. Army Transportation School
Fort Eustis, VA 23604-5408
Length: 2 Weeks

PURPOSE: To provide selected personnel with the specialized knowledge and skills to move household goods, mobile homes, and other personal property, including entitlements and authorizations, shipping procedures, carrier qualifications, inspections of shipments and carrier facilities, and claims.

SCOPE: DoD Personal Property Program, allowances and entitlements in shipment of household goods and other personal property, carrier qualification, mode and storage selection, excess costs, claims, quality control procedures, and future trends for the program.

PREREQUISITES: DoD commissioned officers, warrant officers, and enlisted and civilian personnel assigned, or under orders, to positions at the operating level in transportation and/or traffic management offices whose duties require the ability to perform the functions associated with personal property shipments.

SECURITY CLEARANCE: None.

Course Title: MILITARY STANDARD TRANSPORTATION AND MOVEMENT PROCEDURES COURSE
8C-F9/811-F1
Location: U.S. Army Transportation School
Fort Eustis, VA 23604-5408
Length: 1 Week

PURPOSE: This course provides first line supervisory personnel from all Services and Agencies with the technical knowledge necessary to supervise the application of Military Standard Transportation and Movement Procedures within the Defense Transportation System. This course is designed to enlarge upon the knowledge and background of those personnel who have already gained a familiarity with the subject. MOS for which trained—none.

SCOPE: Course content contains general knowledge of MILSTAMP application and interface with other Military Standard systems, shipment, planning, documentation, clearance procedures, intransit data reporting, discrepancy reporting, cargo outturn reports, manifesting, Department of Defense Activity Address Directory (DoDAAD) and Military Assistance Program Address Directory (MAPAD) use and address marking.

PREREQUISITES: Eligible individuals are commissioned officers and warrant officers - Members of an Active uniformed Service or Reserve component, performing at first-line supervisory level in some aspect of MILSTAMP application. Obligated service for Active Army commissioned officer—none.

Also eligible are enlisted personnel, Grades E-4 through E-8, members of the Active uniformed Service or Reserve component performing at first-line supervisory level in some aspect of MILSTAMP application. Service obligation—none.

Civilians, grades GS-4 and above, performing at first-line supervisory lead in some aspect of MILSTAMP application are eligible for this course.

SPECIAL INFORMATION: Other company grade officers, civil service personnel, contractor personnel, and management trainees at the entry level who have already gained a familiarity with the subject may attend.

SECURITY CLEARANCE: None.

Course Title: PASSENGER TRAVEL SPECIALIST COURSE
8C-F11/542-F6
Location: U.S. Army Transportation School
Fort Eustis, VA 23604-5408
Length: 2 Weeks

PURPOSE: This course provides personnel with a working knowledge in the economical and efficient selection of carriers and methods of carrier performance evaluations.

SCOPE: Emphasis is placed on modes of transportation, accommodations, baggage allowances, travel entitlements, carrier guides and tariffs, routing, documentation, group movements, transportation agencies, carrier representation and performance standards, travel publications, car rentals, travel orders and Electronic Reservation and Ticketing System (ERTS).

PREREQUISITES: Commissioned officers, warrant officers, enlisted personnel and civilians. Personnel of all arms and services who are assigned or under orders to positions at the operating level in offices whose duties require the ability to perform the functions associated with obtaining passenger transportation. Obligated service for active Army enlisted personnel - None.

SECURITY CLEARANCE: None.

SECTION A

OFFICE OF THE ASSISTANT SECRETARY (SHIPBUILDING AND LOGISTICS)
WASHINGTON, D.C. 20376-5006
SPONSOR No. 2180

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION: Office of the Assistant Secretary (OAS) (Shipbuilding and Logistics (S&L)) sponsored contracting training courses are scheduled onsite at DoD activities. Minimum class size is 22 students, and the maximum is 30. Host activities for onsite classes will provide specific class location, class hours, security clearance requirements, etc., in the student's reporting instructions. No security clearance information is required for Arlington, VA, classes.

ANNUAL REQUIREMENTS: By 15 April each year, user components are to submit directly to the Director, Consolidated Civilian Personnel Office, Crystal City (CCPO-63), Washington, D.C. 20376-5006, their requirements for OAS (S&L) sponsored contracting training courses, using DD Form 1631-1 for each activity and a separate form for each satellite activity at a different location. To be allocated spaces, activities must submit their requirements regardless of whether or not the activity will host a class. It is essential to pay particular attention to the numbers in the columns under "MAXIMUM NUMBER WHO CAN ATTEND A CLASS AT ONE TIME." Locations and dates of classes will be scheduled on receipt of firm requirements. DoD activities are expected to host classes if they have 22 students within commuting distance.

NOMINATION PROCEDURES: OAS (S&L) serves as the school authority. Nominations will be submitted on DD Form 1556 through normal Service or Agency channels to the Director, Consolidated Civilian Personnel Office, Crystal City (CCPO-63), Washington, D.C. 20376-5006, in time to arrive not less than 42 days prior to the convening of the scheduled class. Requesting officials are to ensure the correct class number is shown on the nomination form because the same course may be scheduled at widely differing locations.

GOVERNMENT QUARTERS AND DINING FACILITIES: There are no Government-furnished quarters or dining facilities while attending onsite classes in Arlington, Virginia. However, if either is available at other locations, host activities will notify students. Students are urged to utilize Government-furnished facilities whenever possible.

CLASS HOURS: Class hours are included in the acceptance notification or reporting instructions to the student. Generally, classes start one-half hour after the start of the working day and conclude one-quarter hour before the end of the working day of the host activity. Full-time attendance is required.

INSTRUCTIONAL MATERIAL: Students are provided with all necessary instructional materials, including texts, case studies, and references.

REGISTRATION: Registration is accomplished during the first class day.

INFORMATION: Request for additional information should be addressed to the Director, Consolidated Civilian Personnel Office, Crystal City (CCPO-63) Washington, D.C. 20376-5006; area code (202) 692-0892/0895 or AUTOVON, 222-0892/0895.

SECTION A

OFFICE OF THE ASSISTANT SECRETARY (SHIPBUILDING AND LOGISTICS)

COURSE DESCRIPTIONS

Course Title: DEFENSE ACQUISITION AND CONTRACTING EXECUTIVE SEMINAR
(ER) (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 1 Week

PURPOSE: The primary objective is to provide attendees with information on and a forum to discuss the most current and relevant acquisition and management issues and examine the problems, events, or circumstances giving rise to such issues as well as their impact on contracting office operations.

SCOPE: The seminar is designed to provide a structured format (but incorporates flexibility) for discussion of current and relevant issues. Major topics include mission, policy issues, organization, workforce, behavior and external scaledown, contractor interface, contract management, workforce management and professionalism to integrity and socioeconomic legislation. In addition presentations are set up with staff members from Congress and the Pentagon to ensure attendees are best informed of current issues.

PREREQUISITES: This course is designed for civilian personnel, GS-13 and above, registered in the DoD-wide Civilian Career Program for Contracting/Acquisition Personnel at the senior level and military personnel, 0-4 and above, acquisition/contracting speciality designator or assigned to an acquisition/contracting billet.

WAIVERS: Nominations may be submitted on a waiver basis for personnel in assignments related to acquisition/contracting functions (i.e., attorneys, auditors, project/program/financial managers, engineers) who meet the rank/grade prerequisites or civilian GS-12 and military 0-3 who completed the Management of Defense Acquisition Contracts (ADV) (8D-F12) (JT) more than 6 months prior to the class start date and who can make a significant contribution to the seminar.

SECURITY CLEARANCE: None.

NOTE: Personnel who have an interest, but little experience, in acquisition or contracting should consider attending Defense Contracts Management for Technical Personnel (MT) (JT) instead of this seminar.

Course Title: DEFENSE CONTRACT NEGOTIATION WORKSHOP
CN (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics),
Washington, D.C. 20376-5006
Length: 1 Week

PURPOSE: The workshop is designed to develop professional skills and techniques for effective negotiation of contracts greater than small purchases by DoD contracting/contract administration careerists.

SCOPE: This course stresses the application of principles necessary to negotiate prime contracts, contract modifications, and contract terminations. Mock negotiations are used extensively throughout the workshop.

PREREQUISITES: Personnel with at least 1 year of contracting or contract administration experience and have completed either Management of Defense Acquisitions Contracts (8D-4320) or Contract Administration (PPM 152), and either Principles of Contract Pricing (QMT 170) or Defense Cost and Price Analysis (PN) by any means acceptable for career purposes as described in DoD 1430.10-M-1, appendix B. Military Personnel: Officers 0-1, W-1 and above, and Civilian Personnel: GS-5 and above, in a procurement series are eligible for this course.

SECURITY CLEARANCE: None.

Course Title: DEFENSE CONTRACTING AND SUBCONTRACTING WITH SMALL AND DISADVANTAGED BUSINESS CONCERNS (SB) (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 2 Days

PURPOSE: The course is designed to provide indoctrination and training in the statutory and regulatory requirements, policies, and procedures associated with a positive small and disadvantaged business program.

SCOPE: Small and disadvantaged business enterprise information is provided to emphasize: (1) The underlying rationale of statutory and regulatory provisions; (2) Techniques available to implement programs; (3) The roles of contracting and non-contracting personnel; (4) Benefits; (5) Details of small and disadvantaged business policies and requirements; and (6) Proportions of a model small and disadvantaged business program. The Labor Surplus Area program and Women-Owned Business program are also emphasized.

PREREQUISITES: Technical, contracting, small business, and disadvantaged enterprise personnel are eligible. All military and civilian personnel are eligible.

SECURITY CLEARANCE: None.

Course Title: DEFENSE CONTRACTS MANAGEMENT FOR TECHNICAL PERSONNEL (MT) (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 1 Week

PURPOSE: The course is designed to provide non-contracting personnel, associated with any of the various aspects of contracting, with an understanding of the statutory and procedural requirements that form the basis of the contracting function and the impact on the contract by inputs from outside the contracting function.

SCOPE: Course materials focus on the interrelationships between contracting personnel and other functions during the preaward and postaward phases of the contracting process. Particular emphasis

is given to such areas as soliciting sources, evaluating proposals, awarding contracts, exercising proper postaward surveillance, and duties and responsibilities of Contracting Officers' Technical Representatives (COTRs). At the request of the host activity, either preaward or postaward aspects can be given special emphasis.

PREREQUISITES: This course is designed for personnel whose assignment is related to contracting and who require knowledge of the contracting process, especially those persons who anticipate being assigned COTR duties. All military personnel are eligible. Civilian Personnel: GS-5, trainees, GS-7 and above, are eligible.

SECURITY CLEARANCE: None.

Course Title: DEFENSE COST AND PRICE ANALYSIS
PN (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 2 Weeks

PURPOSE: The course provides a basic understanding of cost and price analysis policies, procedures, and techniques. Emphasis is on cost analysis.

SCOPE: This course is an introduction into the pricing of DoD contracts and includes the tools and techniques available to the pricer for cost estimating, cost analysis, projection techniques, factors affecting profit or fee, and the weighted guidelines techniques of profit analysis. Mathematics through basic algebra are used.

PREREQUISITES: This course is designed for personnel who have completed either Management of Defense Acquisition Contracts (8D-4320) or Contract Administration (PPM 152) by any means acceptable for career purposes as described in DoD 1430.10-M-1, appendix B. Military Personnel: Officers and warrant officers and E-6 and above with potential of 2 years active duty after completion of the course; and Civilian Personnel: GS-5 and above in a procurement series are eligible.

SECURITY CLEARANCE: None.

Course Title: DEFENSE FUNDAMENTALS OF INCENTIVE CONTRACTING
FI (JT)
Location: Onsite at various DoD activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 1 Week

PURPOSE: The course provides the fundamentals of incentive contracting by concentrating on the design and construction of cost-only incentives.

SCOPE: The course is designed to provide a thorough grounding in the fundamentals of incentive contracts through discussion and exercises covering the design, construction, negotiation, analysis, and effect of changes on the cost-only, fixed-price-incentive, and cost-plus-incentive-fee contracts. The design, construction, and use of the cost-plus-award-fee contract is also covered.

PREREQUISITES: This is an advanced course in the sense that previous knowledge and experience in dealing with negotiated fixed-price and cost-reimbursement contracts will be presumed of each student. Although not a prerequisite, students should have completed the Management of Defense Acquisition Contracts (Advanced) (8D-F12) course, since material to be covered builds on material covered in that course. Military Personnel: Officers, E-6 and above; and Civilian Personnel: GS-9 and above are eligible.

SECURITY CLEARANCE: None.

Course Title: DEFENSE TERMINATION SETTLEMENT
TS (JT)
Location: Onsite at various DoD activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 1 Week

PURPOSE: The course trains personnel involved with contract termination and contract termination settlement.

SCOPE: This course includes the background and purpose of termination clauses, considerations, and steps in initiating termination, procedures for ensuring contractor compliance with the termination notice, methods of handling inventory schedules, processing and approval of subcontractor and prime contractor settlement proposals, processing partial payments, analysis of requirements and procedures for presenting review board cases.

PREREQUISITES: Defense personnel whose duties require knowledge of contract termination policies and procedures are eligible for this course.

SECURITY CLEARANCE: None.

Course Title: DEFENSE TWO-STEP SEAL BIDDING AND MULTI-YEAR CONTRACTING SEMINAR
MY (JT)
Location: Onsite at Various DoD Activities by the Office of the Assistant Secretary (Shipbuilding and Logistics), Washington, D.C. 20376-5006
Length: 2 Days

PURPOSE: Course content encourages better use of two-step formal advertising and multiyear contracting and to train Defense contracting personnel in the techniques of applying two-step formal advertising and multiyear contracting procedures.

SCOPE: This is an intensive seminar which discusses pertinent DoD policies and regulations, illustrates the techniques, and describes situations in which these two-step formal advertising and multiyear contracting techniques may be appropriately used. The lecture-discussion method of instruction is supplemented with case studies and practical exercises. Students are requested to study DAR, section II, part 5, prior to the first class day.

PREREQUISITES: Although this is a basic course, nominees must have completed Management of Defense Acquisition Contracts, (8D-4320), or its equivalent, or have at least 2 years experience in contracting. All military and civilian personnel are eligible.

SECURITY CLEARANCE: None.

SECTION B

NAVAL TRANSPORTATION MANAGEMENT SCHOOL
BLDG 790 OAKLAND ARMY BASE
Oakland, CA 94626-5000

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION AND CLIMATE: The Naval Transportation Management School (NTMS) is located in Building 790 at the Oakland Army Base, Oakland, CA. The entire San Francisco Bay area is noted for its ideal climate of mild winters and moderate summers.

QUARTERS: Government quarters are normally available for all students at the Naval Air Station (NAS), Alameda, CA. All DoD personnel attending a training course at a Government installation are required to reside in Government quarters when available IAW the Joint Federal Travel Regulations. DO NOT report to the school outside of normal working hours (0725-1555, Monday through Friday) since the quarters are not located at Oakland Army Base and you will incur added expense and inconvenience obtaining transportation from Oakland Army Base to NAS, Alameda.

The school will request room reservations for all students when class quotas are confirmed. Officers and civilians (GS-7 or equivalent and above) are berthed at the Bachelor Officers' Quarters (BOQ); enlisted (E7-E9) and civilians (GS-6 or equivalent and below) are berthed at the Chief Petty Officer (CPO) quarters; and enlisted (E6 and below) at the Bachelor Enlisted Quarters (BEQ). If rooms are not available at the CPO quarters for civilians (GS-6 or equivalent and below), they will be assigned to the BOQ if rooms are available.

It is the student's responsibility to call the BOQ or BEQ no later than the Friday preceding the class convening date to confirm the reservations. If the desk clerk indicates that the reservations cannot be confirmed, you must obtain a non-availability number before obtaining commercial lodging. After arrival in the Bay Area, you must go to the BOQ or BEQ, as appropriate, to have a certificate of nonavailability of Government quarters stamped on your orders.

Telephone numbers for confirmation of reservations are:

a. BOQ
AUTOVON 686-4166/3522
COMMERICAL (415) 869-4166/3522

b. BEQ and CPO Quarters
AUTOVON 686-4335
COMMERICAL (415) 869-4335

MESSING FACILITIES: Enlisted. Subsistence in the Enlisted Dining Facility, Building 3 (located about 50 yards from the BEQ), is authorized. Students are required to present a copy of orders with the school's stamped endorsement each time they enter the dining facility. Hours of operation during the week are 0600-0745 for breakfast and 1600-1800 for dinner. For weekends and holidays, breakfast is at 0630-0900, lunch 1100-1300, and dinner 1630-1800. Other facilities, such as the CPO Club and EM Club, may also be utilized in accordance with posted information.

Officer/Civilian Personnel. The Commissioned Officers' Mess, one block away from the BOQ, serves meals as follows: Lunch - Wednesday through Sunday 1100-1330 and Dinner - Wednesday through Sunday 1800-2100. Club schedules are posted in the BOQ lounge.

Other food outlets.

a. McDonald's Restaurant is located at the Navy Exchange Complex by the East Gate and is opened from 0600 until 2200 daily.

b. Navy Exchange Cafeteria is located at the Navy Exchange Complex by the East gate and is opened from 0930 until 1500 daily except Sunday.

Oakland Army Base (Lunch). The Crosswinds Club (approximately a 10 minute walk from the school), Building 640, is open to all students for lunch. In addition, limited fast food service is provided by the bowling alley snack bar next to and across the street from the school building.

AVAILABILITY OF PUBLIC TRANSPORTATION:

Airport to NAS Alameda.

a. Bus and taxicab services are available from the San Francisco or Oakland Airport to NAS, Alameda. Taxicab service costs approximately $30.00 from either airport to Alameda, (if the fare is over $15 (civilian)/$25 (military) ask for a receipt). Information and schedules concerning buses or shuttles to Alameda from San Francisco or Oakland Airports are available from the USO lounges located in the airport terminals. For further information, call (415) 839-2882. Due to the difficulty in handling bags and problems with limo/bus transfers, taxicab or shuttle is the recommended mode of transportation.

b. For those students authorized a rental car, refer to the "Federal Travel Directory" for the most cost favorable rates. NTMS Quota Control has a copy of the current directory.

NAS Alameda to NTMS, Oakland Army Base, Bldg. 790. Daily bus transportation is provided between Alameda and the school. Departure is at 0650 from the front of the BOQ, Building 17, and 0700 from the BEQ, Building 4, Wing 15. Return transportation departs from the school following classes.

REPORTING: All students must report with their original orders to NTMS, Building 790, Oakland Army Base at 0725 on the first day of class. Reserve personnel on 2-week active duty for training must bring their complete packet of orders, BOQ receipt (if applicable), and health records.

UNIFORM DRESS REQUIREMENTS: Military students (active and reserve) are required to wear uniforms for all classes. Specific requirements are contained in the reporting instructions provided each student.

CLASS AND STUDY HOURS: Classes are from 0725 to 1555, Monday through Friday.

LIBRARY FACILITIES: The school has a small, well-stocked business and logistics library including military manuals, college texts, professional journals, and trade publications.

QUOTA CONTROL INFORMATION:

Navy - Quota control is exercised by NTMS.

Naval Reserve - The Commander, Naval Reserve Force is quota control for initial accession USNR 3 x 6, and 4 x 10, plus CADRE USNR-R personnel on ACDUTRA. Address:

Commander Naval Reserve Force
ATTN: Code 562
4400 Dauphine Street
New Orleans, LA 70146-0705
AUTOVON: 363-1173

Marine Corps - The Commandant of the Marine Corps is quota control for U.S. Marine Corps input to Navy service schools. Address:

Commandant of the Marine Corps
Navy Department
ATTN: Code TPI
Washington, D.C. 20380-0001
AUTOVON: 224-3343

Coast Guard – The Commandant, U.S. Coast Guard is quota control for U.S. Coast Guard input to Navy service schools. Address:

Command, U.S. Coast Guard
ATTN: GPTE
2100 Second Street, SW
Washington, D.C. 20593
202-426-4505

Army – The USA Materiel Command Personnel Support Activity is quota control for the U.S. Army input to Navy service schools. Address:

Commander
U.S. Army Materiel Command
ATTN: AMCPE-AE
5001 Eisenhower Avenue
Alexandria, VA 22333-0001
AUTOVON: 284-8532/8536

Air Force – Headquarters, Air Training Command is quota control for U.S. Air Force input to Navy service schools. Address:

Commanding General
Headquarters, Air Training Command
ATTN: TTPPN
Randolph Air Force Base, TX 78150-5001
AUTOVON: 487-4414

Foreign Training – May be arranged through appropriate command channels with the Chief of Naval Operations (OP-63). Address:

Chief of Naval Operations
Navy Department
ATTN: OP-63
Washington, D.C. 20350
AUTOVON: 222-1611/3994

National Guard and non-DoD civilians and others not listed above – May be arranged through appropriate command channels with CNTECHTRA, Code N1231. Address:

Chief of Naval Technical Training
Naval Air Station, Memphis (75)
ATTN: N1231
Millington, TN 38054-5056
AUTOVON: 966-5987 or COMMERCIAL (901) 872-5987

For further information, please write, phone, or visit the school.

REPORTING: Students must report directly to the school with their original orders plus five copies at Building 790, Oakland Army Base, at 0725 on the first day of classes. Naval reserve personnel on 2-week active duty for training must bring their complete packet of orders and health records.

SPECIALIZED BRIEF TRAINING (X-888-8880): Special classes are conducted for individuals or groups desiring material distribution instruction tailored to discrete, one-time requirements. This service has been especially useful to officials requiring indoctrination or refresher briefing and to reserve units on weekends or in preparation for ACDUTRA missions. Course content, length, scheduling, location, and class size are determined through negotiation with the NTMS's Director of Instruction.

ACCREDITATION: NTMS is an accredited institution by the Commission for Community and Junior Colleges, Western Association of School and Colleges.

SECTION B

NAVAL TRANSPORTATION MANAGEMENT SCHOOL

COURSE DESCRIPTIONS

Course Title: HAZARDOUS MATERIAL MANAGEMENT, TRANSPORTATION AND STORAGE - OCEAN
A-822-0035 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides formal training for fleet and shore installation personnel involved in the management, handling, storage, and processing of hazardous materials aboard fleet and strategic sealift assets.

SCOPE: Training is oriented to the shipboard environment. While addressing all model areas of hazardous material, the second week of instruction will concentrate on management, handling, storage, and shipping of hazardous material aboard Fleet and strategic sealift (military and commercial) assets. Course is applicable to managers and fleet personnel who have significant contact with hazardous material as a user or processor. Course is likewise applicable to managers and shore personnel involved in shipping or processing material which will go aboard or be transported by ship. Students will be trained in basic information pertinent to all modes of transportation and specific information involving shipboard storage and transportation. Applicable Department of Transportation such as USCG, DoD, International Maritime Organization (IMO), and Navy regulations will be addressed. This course is highly technical and requires at least average reading ability.

PREREQUISITES: Personnel eligible are regular and reserve officers, enlisted personnel E-5 and above engaged in processing, storing, using hazardous material, and civil service personnel (GS-5/WG-5 and above) involved in preparing/processing material going aboard fleet or strategic sealift assets.

SECURITY CLEARANCE: None.

Course Title: MILSTAMP AND OVER, SHORT, AND DAMAGE PROCEDURES
A-8C-0025 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides training for installation working level and supervisory personnel in the detailed provisions of the MILSTAMP and in the procedures of NAVSUPINST 4610.33 series, Reporting of Transportation Discrepancies in Shipments.

SCOPE: This course provides detailed instruction in the procedural requirements set forth in the MILSTAMP Manual and in NAVSUPINST 4610.33 series. Emphasis is on proper document preparation which is provided by classroom lecture concerning the specific system requirements and reinforced through realistic case problems. Included in the course is a brief description of the Military Standard Logistics Data Systems (MILSTRIP, MILSTEP, Uniform Materiel Movement and Issue Property System (UMMIPS) and its interrelationship with MILSTAMP. Over, short, and damage procedures for military shipments are compared to commercial carrier liability and regulatory practices to give the student an appreciation of the carrier industry and its role in the freight claims process.

PREREQUISITES: Personnel eligible are regular and reserve officers and enlisted personnel of the Armed Forces and civilian employees of the Federal Government.

SECURITY CLEARANCE: None.

Course Title: OCEAN TRANSPORTATION AND MARINE TERMINAL OPERATIONS
A-8C-0011 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with general knowledge required by a marine terminal manager or ocean traffic manager at the middle management level.

SCOPE: This course involves ocean transportation management, including vessel characteristics and classification, employment and shipboard organization; types of ocean shipping services; traditional as well as State-of-the-Art loading/discharge techniques container/barge operations; commercial tariffs and Military Sealift Command shipping agreements for carriage of

Military Sealift Command shipping agreements for carriage of breakbulk and containerized cargoes. It provides an indepth study of marine terminal operations, including organization, cargo staging (including containers), handling equipment, stevedoring, and contracts. This course is geared to familiarize; the student with maritime terminology and operational methodology common within the commercial steamship industry and aligned Federal Agencies. The course includes a student exercise simulating DoD cargo movement from an inland point through a marine terminal to final destination.

PREREQUISITES: Personnel eligible are regular and reserve officers and Armed Forces, civil service personnel GS-9/WG-10 and above, and enlisted personnel, E7 and above. Personnel below specified seniority levels may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified by background.

SECURITY CLEARANCE: None.

Course Title: PERSONAL PROPERTY TRAFFIC MANAGEMENT
A-533-0010 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with the technical knowledge and references necessary to fulfill effectively all the traffic management functions involved in Household Goods and Personal Property Offices at the installation level.

SCOPE: This course provides detailed instruction in entitlements, carrier selection, quality control, and carrier performance. In addition, documentation, claim procedures, and associated traffic management functions are stressed. These areas are reinforced through problem solving exercises.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces, civil service personnel GS-4 and above, and enlisted personnel, E-4 and above. At least 6 months' experience in a Personal Property billet is required. Personnel not meeting prerequisites may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified by background.

SECURITY CLEARANCE: NONE.

Course Title: PHYSICAL DISTRIBUTION MANAGEMENT
A-8C-0017 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 23 Weeks

PURPOSE: This course trains the student to assume first-line supervisory billets in transportation and physical distribution immediately upon graduation and to prepare the student for future policy-making roles in the field.

SCOPE: This course involves the study of material distribution from the courses of supply through tidewater terminals to operating forces. Distribution logistics functions are reviewed with an intensive study of all modes of transportation to enable optimal selection and procurement of commercial and Government-operated land, air, and water transportation services. Also covered are warehousing, hazardous materials regulations, packaging and preservation, current Government transportation/distribution programs and procedures, labor relations and current business logistics practices (e.g., intermodalism). Industry tours, seminars, expert guest lectures, and on-the-job training with civilian and military traffic organizations are included. Simulation exercises, speech development, and written analyses of current military distribution problems are required.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces and civil service transportation/distribution management interns. Math skill equivalent to college algebra is required.

SECURITY CLEARANCE: None.

Course Title: SHIPLOADING AND STOWAGE
A-8C-0013 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with the technical knowledge necessary to preplan and supervise the loading, stowing, and discharge of a cargo ship. This course is intended for ocean cargo specialists and military marine terminal operations supervisory personnel.

SCOPE: This course covers commodity characteristics, ship characteristics, containerized cargo, breakbulk cargo, roll on/roll off cargo, handling equipment, loading techniques, Federal dangerous cargo regulations, ship's stability, and basic mathematics for stowage planning. The student prepares a cargo prestowage plan, the USNS ALGOL (T-AKR 287). Mathematical ability is critical.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces, civil service personnel GS-7/WG-10 and above, and enlisted personnel, E7 and above. Personnel below specified seniority levels may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified on background.

SECURITY CLEARANCE: None.

Course Title: TRANSPORTATION AND STORAGE OF HAZARDOUS MATERIAL
A-822-0012 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with the technical knowledge and bibliography required for handling, storage, certification, and transportation of all modes of ammunition, explosives, radio active material, and other hazardous articles.

SCOPE: This course provides qualifications to certify hazardous material for military air shipment. A comprehensive overview of the transportation of hazardous materials by air, motor, rail, and water is presented. Included are the roles and missions of the Military Airlift Command (MAC), Military Traffic Management Command (MTMC), Coast Guard, Department of Transportation (DOT), contract airlift (LOGAIR/QUICKTRANS), and commercial carriers; national, state, and local regulations; storage, handling, packing, and labeling of hazardous materials; and various hazardous material warning systems. Students will be trained in the use of applicable Code of Federal Regulations (CFR), AFR 71-4 (NAVSUP P-505), commercial tariffs, documentation, forms, labels, marking, placarding, and inspections. Graduation credit for the course is dependent upon successful completion of the final examination. Qualification attained is effective for 2 years, after which retraining is necessary. This course is extremely technical and requires at least average reading ability.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces and civil service personnel GS-5/WG-5 and above and enlisted personnel E-5 and above engaged in receipt, storage, and shipment of hazardous materials.

SECURITY CLEARANCE: None.

Course Title: TRANSPORTATION AND STORAGE OF HAZARDOUS MATERIAL - RECERTIFICATION
A-822-0011
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 1 Week

PURPOSE: This course provides students with refresher training in the area of the handling, storage, certification, and transportation by all modes of ammunition, explosives, radioactive materials, and other hazardous articles.

SCOPE: This course provides requalification to certify hazardous material for military air shipment. The students must have successfully completed Transportation and Storage of Hazardous Material (A-822-0012) or the Army/Air Force equivalent course within the preceding 24 months. A comprehensive review of the transportation of hazardous material by motor, rail, and water is provided. Also included is an intensive review of the requirements for movement of hazardous materials by air. Included are the roles and missions of MAC, MTMC, Coast Guard, DOT, Contract Airlift (LOGAIR/QUICKTRANS) and commercial carriers, national, state, and local regulations; storage, handling, packing, and labeling of hazardous materials; and various hazardous materials warning systems. Certification procedures for the movement of hazardous cargo are examined in detail. Students will be trained in the use of applicable CFRs, AFR 71-4 (NAVSUP P-505), commercial tariffs, documentation, forms, labels, marking, placarding, and inspections. Graduation credit for the course is dependent upon successful completion of the final examination. Qualification attained is effective for 2 years, after which retraining is necessary. This course is extremely technical and requires at least average reading ability.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces and civil service personnel GS-6/WG-5 and above, and enlisted personnel E5 or above engaged in receipt, storage, and shipment of hazardous material during the preceding 24 months.

SECURITY CLEARANCE: None.

Course Title: TRANSPORTATION MANAGEMENT - ADVANCED
A-8C-0012 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with advanced instruction in the field of transportation management and physical distribution management. This course is designed to enlarge upon the knowledge and background of those personnel who have already gained a familiarity with the subject.

SCOPE: This course studies the concepts of physical distribution, interrelationships between such logistic functions as inventory control, transportation, warehousing, materials handling, packing, and packaging under the total systems approach. It includes advanced transportation management with particular emphasis on intermodalism, rates and rate development, carrier services, transportation law, latest regulations of carriers, and Government transportation policies. Students take part in case discussions and a logistics management exercise and are provided with managerial skills necessary for effective use of physical distribution management functions.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces, 03 and above and civil service personnel, GS-9 and above. Personnel below specified seniority levels may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified by background. Students must have completed the Transportation Management Introduction Course (A-8C-0010) or equivalent.

SECURITY CLEARANCE: None.

Course Title: TRANSPORTATION MANAGEMENT - INTRODUCTION
A-8C-0010 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student who is new to this functional area with a general introduction into the field of transportation and traffic management. This course is a desirable prerequisite for all transportation management courses presented at the school.

SCOPE: This course provides an overview of U.S. commercial and military transportation systems, introducing carrier facilities and services, fundamentals and functions of traffic management, freight classification and tariffs; MILSTRIP/MILSTAMP/MILSTEP and UMMIPS; mission and functions of MAC, Military Sealift Command, and MTMC.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces, civil service personnel GS-7 or above or GS-5 management trainees and selected enlisted personnel E6 through E9. Personnel below specified seniority levels may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified by background.

SECURITY CLEARANCE: None.

Course Title: WAREHOUSE OPERATIONS MANAGEMENT
A-8C-0015 (NV)
Location: Naval Transportation Management School
Bldg 790, Oakland Army Base
Oakland, CA 94626-5000
Length: 2 Weeks

PURPOSE: This course provides the student with knowledge of the policies, principles, and practices that pertain to warehousing and storage, materials handling documentation, preservation, packaging, and packing.

SCOPE: This course provides a systems approach to warehousing. All facets of materials handling, receiving, storage, inventory control, issue, packing and preservation policies and processes, unit protection methods, and shipping are covered. Students are introduced to modern physical distribution concepts and modern warehouse methods. A practical distribution center design problem is included for team solution. Graduation credit for the course is dependent upon successful completion of all tests and projects.

PREREQUISITES: Personnel eligible are regular and reserve officers of the Armed Forces, civil service personnel GS-7/WG-7 and above, and enlisted personnel, E7 and above. Personnel below the specified level of seniority may be admitted on a case-by-case basis as approved by the Director of Instruction if qualified by background.

SECURITY CLEARANCE: None.

SECTION C

CCPO-CC CAREER DEVELOPMENT INSTITUTE
Building 150 (NAVSTA) Anacostia
Washington, D.C. 20374-1502
SPONSOR No. 2180-1502

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION AND CLIMATE: The Career Development Institute is located at the Naval Station (Anacostia), Washington, D.C. The seasonal temperatures are moderate, ranging from an average of 76 degrees in the summer to an average of 37 degrees in the winter.

QUARTERS AND MESSING FACILITIES: Limited BOQ reservations are available at Bolling and Andrews Air Force Bases. There are no messing facilities available.

CLASS HOURS: 0800 to 1600 daily.

REGISTRATION: Registration will be accomplished during the first 15 minutes of the first class.

INFORMATION: Requests for additional information should be addressed to the Career Development Institute, Washington, D.C., 20374-1502; area code (202) 433-3384, AUTOVON 288-3384.

A TYPICAL FY SCHEDULE OF CLASSES

COURSE TITLE/NUMBER CLASS DAYS	QUARTERS	NO. CLASSES PER QUARTER
Navy Department Planning and Management Systems Course (NV) (5 days)	1	3
	2	6
	3	6
	4	4
Aviation 3-M Data Systems Users Seminar/Workshop (NV) (2 days)	2	2
	3	1
Ships 3-M Data Systems Users Course (NV) (2 days)	2	1
	3	2

SECTION C

CCPO-CC CAREER DEVELOPMENT INSTITUTE

COURSE DESCRIPTIONS

Course Title: AVIATION 3-M DATA SYSTEMS USERS SEMINAR/WORKSHOP (NV)
Location: Career Development Institute
Washington, D.C. 20374-1502
Length: 3 Days

PURPOSE: This course is designed for managers concerned with aeronautical equipment in the range and content of Aviation 3-M data products and the analytical techniques used to apply data.

SCOPE: This course is designed for managers concerned with the design, support, and management of aeronautical systems and equipment. Its purpose is to provide an awareness of the scope and content of Fleet Aviation 3-M data available for their use and to demonstrate by workshop procedures how this information can be applied to aid technical and logistic support decisions. The course will emphasize:

a. Interpretation of the maintenance and material data elements collected by the Fleet in the Aviation 3-M System.

b. Procedures used to analyze Fleet 3-M data for support of headquarters operations concerned with the design, development, acquisition, support, and management of aeronautical systems and equipment.

PREREQUISITES: Managers concerned with the design, support, and management of aeronautical systems and equipment are eligible for attendance.

SECURITY CLEARANCE: None.

Course Title: NAVY DEPARTMENT PLANNING AND MANAGEMENT SYSTEMS COURSE
Location: Career Development Institute
Washington, D.C. 20374-1502
Length: 5 Days

PURPOSE: The course is designed for Navy military and civilian midlevel and higher management personnel. It is generally recognized that most personnel in documented career development programs would benefit from attendance.

SCOPE: The course introduces the participants to the Navy's methods of doing business in Washington, D.C., today. Topics cover organization of Cost Analysis, Systems Acquisition, Research and Development, Test and Evaluation, Reliability and Maintainability, Financial Management, Contracting, Contract Administration, Integrated Logistics Support, Facilities Planning, Business Aspects of Acquisition, and Security Assistance.

PREREQUISITES: LCDR, GS-12 and above, or personnel enrolled in formally documented Career Development Programs are eligible for this course.

SECURITY CLEARANCE: None.

Course Title: SHIPS 3-M DATA USERS COURSE
Location: Career Development Institute
Washington, D.C. 20374-1502
Length: 2 Days

PURPOSE: This course is designed for managers concerned with the design, support, and management of Naval Sea Systems Command (NAVSEA). Space and Naval Warfare Systems Command (SPAWAR), Naval Supply Systems Command (NAVSUP) systems and equipment.

SCOPE: This course is designed to instruct managers of ships, ordnance, and electronic equipment in the total 3-M System and in the range, content, and interpretation of 3-M data products and to present analytical techniques which may be used to apply the data. The course will emphasize:

a. Interpretation of the maintenance and material data elements collected in the Ships 3-M System.

b. Procedures to use when requesting data in the various standard formats of special requests.

c. Practical user experience.

PREREQUISITES: Managers of NAVSEA, SPAWAR, NAVSUP and other activities concerned with the design, support and management of systems and equipment are eligible for attendance.

SECURITY CLEARANCE: None.

CHAPTER 5

OTHER DEPARTMENT OF DEFENSE SCHOOLS

SECTION A

NATIONAL DEFENSE UNIVERSITY

SCHOOL INFORMATION

STUDY PROGRAMS

The National Defense University (NDU) offers the National Security Management (NSM) programs through correspondence to eligible military officers and civilians. The correspondence programs transmit the essential curricula of the National War College and the Industrial College of the Armed Forces. The programs of these two senior colleges emphasize national security policy formulation, military strategy development, mobilization, management of resources for national security, and planning for joint and combined operations. The purpose of the programs is to enhance the students' capabilities for command, management, and staff responsibilities in a multinational, intergovernmental, or joint national security setting. The main vehicle for instruction for the NSM programs is the Blue Book series of texts and anthologies. Students may pursue their studies individually or, if a seminar is available, as a seminar member. Normally the programs take 1 to 2 years.

PROGRAM ORGANIZATION AND CONTENT: The program consists of four units, each concluding with a closed-book, objective-type examination covering some five books. Approximately 20 books, texts, and anthologies are the vehicle for instruction. Unit III also requires a research report of 3,000 to 3,500 words. A description of the principal study areas follows:

Unit I. The Environment of National Security - Examines fundamental concepts of national security relating to the domestic and international scene. Provides a framework for understanding the problems confronting the United States as an international actor. Discusses economic theories, policies, and issues in the context of resource adequacy for defense and assesses the position of the United States in the world economy. Explains how the political system influences the Nation's conduct in world affairs.

Unit II. Resources for Defense - Analyzes major resources such as energy, transportation, and technology and assesses their importance to the U.S. economy and national security. Discusses increased U.S. dependence on foreign sources for resources

critical to national security. Examines the development and role of U.S. industry and the problem of foreign competition in markets once dominated by the U.S.
Unit III. Defense Decision making - Studies the main instruments and processes of the Federal Government involved in the formulation of national security policies and in decision making. Explains the organization and management of DoD, the systems and processes involved in determining requirements, and the decisionmaking procedures on resource allocation. A research paper is included as a requirement for this unit.
Unit IV. Executive Management - Provides a synthesis of the traditional and newer approaches to management with emphasis on human resource management. Assesses quantitative and qualitative factors relating to the work force with particular emphasis on manpower for defense. Examines the acquisition process of major defense systems and the management of defense logistics. Analyzes U.S. preparedness issues and mobilization planning.

ELIGIBILITY: The following personnel are eligible for the study programs: Lieutenant colonels, commanders, or above of the DoD and the U.S. Coast Guard; majors or lieutenant commanders who have a baccalaureate degree and have completed an intermediate-level command and staff course or its equivalent; Federal, State, or local Government employees rated GS-13 and above, or the equivalent, who have a baccalaureate degree and whose duties relate to the instructional material presented; all members of the National Defense Executive Reserve; key civilian executives engaged in the defense sector of the economy and members of professions whose duties relate to national security; qualified military officers and civilian officials of friendly countries through the U.S. Office of Defense Cooperation; and graduates of the course who completed it at least 5 years ago.

APPLICATION FOR ENROLLMENT:

President
National Defense University
ATTN: NDU-EPD
Fort Lesley J. McNair
Washington, D.C. 20319-6000

TELEPHONE:

COMMERCIAL: (202) 475-2011
AUTOVON: 335-2011

HOW THE COURSE IS CONDUCTED: Each unit is administered and studied as one individual phase of the complete course.
Students may be removed from the rolls for academic deficiency or for noncompliance with time schedules. These students may

enroll again after 2 years. Students who successfully complete the course may keep the textbooks. Students who do not complete the course are requested to return the textbooks to the Industrial College.

EVALUATION: Examinations and a research report are used to evaluate the student's progress. All examinations are closed-book, multiple-choice tests administered at designated or approved testing centers for independent students. Seminar student examinations are administered by the Seminar Director. Examination items are designed to evaluate the student's grasp of the major concepts of the instructional material.
Unit III requires a research report of 3,000 to 3,500 words. The student develops the subject area of the paper from a list of topic areas in the Style Manual furnished with Unit I.

COLLEGE AND RESERVE CREDIT: The American Council on Education (ACE) has recently recommended college credit of up to 6 hours at graduate level and up to 14 hours at undergraduate level for completion of the National Security Management Course.

RESERVE RETIREMENT POINTS: Retirement points have been authorized by the Military Services for Reserve and National Guard officers not on Extended Active Duty (EAD) who take the course by correspondence or seminar. The estimated number of study hours and the points recommended for credit upon the satisfactory completion of each unit of study are as follows:

	CORRESPONDENCE PROGRAM		SEMINAR PROGRAM	
	Hours	Points	Hours	Points
Unit I	72	24	90	30
Unit II	72	24	90	30
Unit III	72	24	90	30
Research Report	72	24	90	30
Unit IV	72	24	90	30
TOTAL		120		150

GRADUATION: Each student satisfactorily completing the program receives a diploma from the university. Students who achieve an average overall grade of 90 percent or higher will be rated outstanding. Students will be rated satisfactory if their average grades are between 70 percent and 90 percent. Students completing the course with less than a 70 percent overall grade average will not graduate.

Graduates who want their commanders or supervisors notified of their completion should include the name and address along with the submission of the final unit examination.

COURSE BENEFITS: Every sizeable organization has a number of leaders and executives who feel they should be doing or learning more. Like most people, they resent being pushed, "experted," or manipulated. They feel responsible for their self-development, and they do something about it on their own.
Correspondence study is an excellent method by which many of them plug their academic gaps off the job after hours. Such outside efforts keep them current, alert, active, and willing to expand their interests. These study programs contribute to the enhancement of the professional status of participating military officers, civilian leaders, executives, and professionals by enabling them to develop deeper complexities associated with the management of national security.

Apart from the incentives of reserve points, certificates of completion, college credit, and the opportunity to acquire a unique collection of books, there is the boundless satisfaction of having undergone a rich educational experience.

SECTION B

INFORMATION RESOURCES MANAGEMENT COLLEGE
(formerly Department of Defense Computer Institute)
NATIONAL DEFENSE UNIVERSITY
Washington Navy Yard, Washington, D.C. 20374-0001
SPONSOR No. 2114

SCHOOL INFORMATION

MISSION: On March 1, 1990, the Information Resources Management College (IRMC) became the fourth college of the National Defense University (NDU) since NDU was established in 1976.

The Department of Defense Computer Institute (DODCI) was established in 1963, for the purpose of teaching "the fundamentals of digital computer capabilities and limitations to senior military and civilian personnel in the Department of Defense." Since then, DODCI has more than fulfilled that mandate, providing almost 93,000 DoD personnel from all services and agencies with a wide range of computer related education and training.

In 1988, the Office of the Secretary of Defense (OSD) recognized that the DoD must improve dramatically the way in which its automated information systems were managed. It was also recognized that this would require an equally dramatic improvement in the education training and technical assistance that was being provided to Program Managers, their staffs, and senior executives with IRM responsibilities.

To achieve the necessary improvement, plans were developed by OSD and NDU to upgrade, reorient, relocate, and rename the Institute. The implementation of these plans has totally transformed the level and focus of DODCI's curriculum and faculty and has resulted in the redefining of its mission and purpose.

IRMC'S Mission and Purpose is to:

a. Develop and teach IRM courses for NDU colleges.

b. Provide education and training to IRM Program Managers and their staffs.

c. Provide education and training to senior executives with IRM responsibilities.

d. Perform think-tank and applied research assignments related to IRM policy.

e. Facilitate IRM research, scholarship, and intellectual exchange.

The implementation of the plans that were developed in 1988 and 1989 will continue. IRMC's Advanced Management Program will begin in September 1990; IRMC's ability to perform think-tank and

applied research assignments will be further developed; and in 1992, IRMC will relocate to NDU's Fort McNair campus, in Washington, D.C.

ELIGIBILITY REQUIREMENTS AND ENROLLMENT PROCEDURES: IRMC courses are primarily for military and civilian executives within DoD with emphasis on IRM Program Managers, their staffs, and senior executives with IRM responsibilities. Individuals (military or civilian) interested in attending an IRMC course should contact their local education and training offices for the latest information on IRMC's courses, schedules, and application procedures. IRMC catalogs are available upon request from the IRMC Registrar, AUTOVON 288-3391/2011 or Area Code (202) 433-3391/2011.

All IRMC student quotas are allocated to DoD Agency Coordinators (list available in the IRMC Catalog) based on their fiscal year requirements. Individual activities/commands should request quotas from their specific DoD Agency Coordinators and comply with their service/agency directives specifying how student nominations are to be submitted.

Some DoD Agency Coordinators require that student nominations be submitted through their offices; whereas other DoD Agency Coordinators authorize direct submission to IRMC. Please comply with your service/agency directives.

Activities/command which have an unplanned requirement for course attendance or which have additional requirements should contact their DoD Agency Coordinator or the IRMC Registrar. Quotas sometimes become available through cancellations by other activities/commands.

IRMC reserves the right to accept or reject any nomination based on the information contained in, or omitted from, the applicable registration form. All nominees selected for attendance at the IRMC course will be sent an acceptance letter and information packet approximately 4 weeks prior to the course convening date. The dates/times in the acceptance letter are to be considered correct if at variance with the dates/times in any catalog. Commands/organizations of the individual nominee not selected for an IRMC course will be notified as soon as possible as to why attendance was denied or placed on space available. Additionally, it is the responsibility of the nominee's organization to ensure that the proper and complete organization address of the nominee (not a personnel office) is provided on the DD Form 1556, Section A (Trainee Information.) Incomplete or erroneous information provided does not permit IRMC to enter your nominee into the "Registrar's Database" which generates student letters, information packets, mailing labels, attendees lists, and record files. Failure by organizations in complying with this requirement could result in an individual's attendance at an IRMC course being delayed or denied.

ARMY REQUIREMENTS: Military and civilian personnel assigned to an Army Command/Activity must forward nominations through HQ, U.S. Army Materiel Command (AMCPE-AE), 5001 Eisenhower Avenue, Alexandria, VA 22333-0001, prior to receipt by IRMC. This ensures an accurate accounting of Army training input into the ATRRS program. This also allows for the assigning of an Army primary vice a space available quota since, HQ AMC is the Army Quota Coordinator.

AIR FORCE REQUIREMENTS: Military and civilian personnel assigned to an Air Force Command/Activity are required to comply with AFM 50-5, USAF Formal Schools Catalog, chapters 1 and 3, for attendance at IRMC courses. In addition IRM may not transfer a nominee's paperwork to a different course or course date from that stated and approved by ATC (TTPP) on the original submission. The nominee must resubmit or receive ATC approval for any change in the course date. (When approval is granted, IRMC is notified by the ATC (TTPP), the IRMC Coordinator.) AIR FORCE DOES NOT AUTHORIZE SPACE AVAILABLE NOMINATIONS FOR LOCAL, TDY, AND/OR PCS NOMINATIONS.

NON-DOD REQUIREMENTS: Federal (non-DoD), State and Local Government Agencies are invited to submit nominations for IRMC resident courses on a space available basis. A tuition charge will be assessed in accordance with current DoD, IRMC, and Service directives. Exact charges for a specific course can be ascertained by telephoning the registrar at Area Code (202) 433-3391. Most non-DoD agencies submit nominations using Standard Form 182, Request, Authorization, Agreement and Certification of Training which should be available through your training office. IRMC will bill agencies after their nominee has begun a program of instruction, utilizing the accounting data provided on the registration form. Completed forms should be forwarded to:

Registrar (NDU-CIOR)
Information Resources Management College
National Defense University
Building 175, Washington Navy Yard
Washington, D.C. 20374-0001

CONTRACTOR REQUIREMENTS: Employees of private organizations under contract to a DoD component may attend IRMC courses provided the DoD component certifies in writing that a valid requirement for attendance exists. Contractor nominations must be processed through the DoD component's appropriate agency coordinator and received at IRMC NLT 6 weeks prior to the course convening date; however, the IRMC Registrar must be alerted by phone 8 weeks in advance.

INTERNATIONAL STUDENT REQUIREMENTS: IRMC does not have the authority to directly approve course attendance, provide course costs quotations, or establish billing procedures with international students for training. International students desiring to attend an IRMC course must have their government forward a request for training approval and processing to:

Commander
Security Assistance Training Field Activity
U.S. Army Training & Doctrine Command
2017 Cunningham Drive, 4th Floor
ATTN: ATFA-PP
Hampton, VA 23666
AUTOVON: 680-3632/3251
Commercial: (804) 727-3632/3251

TUITION: There is no charge for course conducted at IRMC for military and civilian personnel within DoD.

GEOGRAPHICAL LOCATION AND CLIMATE: IRMC is located at the Washington Navy Yard (Building 175), Washington, D.C. Seasonal temperatures are moderate, ranging from an average of 90 degrees in the summer to an average of 37 degrees in the winter.

AVAILABILITY OF PUBLIC TRANSPORTATION: The Metrobus operates between the Maryland and Virginia suburbs to downtown Washington, D.C., with a transfer to the Navy Yard. At present only some sections of the Washington metropolitan area are served by the Rapid Rail Transit System. All nominees selected for attendance at an IRMC course receive an information packet with a map showing the nearest available Rapid Rail Transit Station in relation to the Navy Yard. However, the school's academic schedule and Washington traffic patterns make the use of commercial bus transportation impractical and in some cases impossible. Government transportation, if available, from BOQ/VOQs is not compatible with IRMC's course schedule.

LOCAL GOVERNMENT TRANSPORTATION: In accordance with AR 55-34, Local Transportation Utilized in Connection with Official Business, government-owned vehicles will not be furnished for trips to or from local transportation terminals for personnel on travel orders. Commercial terminals normally have adequate taxicab and limousine service available.

Additionally, government vehicles will not be used for trips to hotels, clubs, restaurants, etc. Public transportation is generally available from hotel and motel areas to the training location. The Metrobus is operated between the Maryland and Virginia suburbs where many of the hotels and motels are located. A limited number of the hotels and motels are located in the

vicinity of the Metrorail System (information provided in the IRMC student packages) which has a stop approximately one mile from the Washington Navy Yard. A transfer from the subway to bus can be obtained at no additional cost.

QUARTERS AND MESSING FACILITIES: Limited BOQ/VOQ reservations are available in the National Capitol Area (Andrews and Bolling Air Forces Basses and Fort Meyer.) A more detailed list of these facilities and a partial listing of available civilian accommodations is forwarded to nominees selected for attendance at an IRMC course approximately 4 weeks prior to the course convening date. Government messes (open), snack bars, and a McDonald's restaurant are available on the Navy Yard.

UNIFORM AND DRESS REQUIREMENTS: Military personnel may wear the service duty uniform, business suit, or sport coat and tie (commensurate attire for women) except when directed otherwise. On special occasions, where there is a renowned guest speaker, IRMC requires military personnel to wear uniforms. These occasions will generally not be the first day of class and will be announced at least one day prior to the event. Nonmilitary personnel will wear business suits or sport coats and ties (commensurate attire for women.) The coat and tie are optional for June, July, and August.

CHECK-IN PROCEDUPES: All nominees previously selected and notified by IRMC will check-in NLT 0745. TDY students will turn in orders for endorsement at this time. All courses commence at 0800. However, the IRMC facility is open for student access at 0700 and will be secured at 1600 each weekday.

ATTENDANCE AND HOURS: IRMC operates on a 5-day work week, Monday through Friday, except for legal holidays. Staff and faculty work on a flex schedule, generally within 0630-1630. Student hours are prescribed by their course schedules. Unless prevented from attending due to illness or emergency, students are required to attend all classes.

FACILITIES: IRMC's facilities include modern, functional classrooms, available study area to encourage independent learning, and in-house computer terminal facilities to provide computer access that is educational and productive. The student lounge area provides an environment for the exchange of ideas between class members and faculty.

The IRMC Technical Library consists of over 1800 bound volumes and 100 journals covering automated information systems, computer and communications technology, and program management. The library strives to fulfill the curricular and research needs and

interest of faculty and students. The reference collection includes regulatory policy and procedures for DoD and service components, IRMC course notebooks (current and archives), FIPS Publication, Auerbach Information Services, Data Decision Information Service, on-line services, computer manuals, and indexes. Government agency publications and congressional materials are also cataloged.

HANDICAPPED STUDENTS: IRMC welcomes the opportunity to provide educational services to handicapped students and encourages their attendance at IRMC courses.
Facilities have been constructed to provide ease of building access and conform to handicapped personnel. These include:

Special provisions for parking in close proximity to the building.
Wheelchair ramp access.
Handicapped restroom facilities for both men and women.

Preferential seating in the classroom and laboratories will be arranged for students who have either a severe hearing or visual handicap.

Handicapped personnel, when filling out DD Form 1556 or SF 182, Requests for Training, are requested to make appropriate notation in the remarks section (or attach a note) indicating the handicap condition and degree of severity. This notice will permit IRMC to make necessary advance preparation. Additionally, handicapped students are encouraged to phone the IRMC Registrar, AUTOVON 288-3391/2011 or commercial (202) 433-3391/2011) one week or 10 days in advance of the class convening date to better ensure that advance preparations are in readiness.

DEAF AND HEARING IMPAIRED COURSES: IRMC is capable of offering spaces in resident courses to the dear and hearing impaired. To accommodate these students, IRMC can make special arrangements to include the use of sign language interpreters.

Based upon the need for this type of training, IRMC will provide allocations for the upcoming fiscal year resident courses. The number and types of IRMC courses to be uniquely configured for the attendance of these special students will be provided directly to the DoD Agency Coordinators having expressed a need. However, to make this economically feasible, it is necessary that at least four deaf or hearing impaired students attend the same course for a prescribed date.

When a need for this type of training has been established IRMC will notify the DoD Agency Coordinator, approximately 10 to 12 weeks prior to the course convening date. This should allow adequate time for the preparation and processing of necessary paperwork for the individual students concerned.

CHANGES TO LOCATION AND SCHEDULE OF COURSES OF INSTRUCTION: The IRMC designs its courses of instruction primarily as on-campus offerings. Under exceptional circumstances, organizations may apply to have a course of instruction taught off-campus at their location. Off-campus courses will meet all IRMC academic standards and students will complete the same prescribed course work as for on-campus offerings. Requests for off-campus courses must be in writing and fully justified.

The IRMC establishes class schedules to best use available classroom and support facilities. Requests for courses at periods other than those in the published schedule must be in writing and fully justified.

IRM TECHNICAL ASSISTANCE CENTER (IRM TAC): The purpose of the IRM TAC will be to provide AIS PMs, their staffs and others responsible for DoD AIS programs, with technical assistance related:

a. The design, development, acquisition, fielding, operation, and maintenance of new AISs and the modernization of existing AISs; and termination of AISs which no longer satisfies mission needs.

b. The preparation of AIS plans and proposals for presentation MAISRC.

IRM TAC will be operated by IRMC. It will draw on the expertise of IRM TAC staff and IRM faculty. It will also draw on the expertise of the outside consultants which it will have on retainer or which it will contract for an ad hoc basis.

The scope and volume of technical assistance that IRM TAC will be able to provide will initially be limited, but will increase over time.

SECTION B

INFORMATION RESOURCES MANAGEMENT COLLEGE
(formerly DoD Computer Institute (DODCI))
COURSE DESCRIPTIONS

Course Title: ADVANCED MANAGEMENT PROGRAM
AMP (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 - 6 Months

PURPOSE: The Information Resources Management College will offer a semester long, multidisciplinary course of study in IRM Program Management. Attendees will be Automated Information System (AIS) Program Managers, their deputies, their senior staff, and senior executives with Information Resources Management (IRM) responsibilities.

SCOPE: The course emphasis will be on preparing the students to perform effectively at senior levels by helping them develop high quality skills in the areas of executive management, information management, AIS life cycle management, acquisition management, financial management, project management, technical management, and national security policy management. An object of the course is to provide students with an integrated set of skills necessary to lead, plan, organize, direct, monitor, and evaluate the development, deployment, operation, and termination of large AISs. The AMP will provide education in all major elements of the AIS life cycle management process (e.g., Need Justification, Concepts Development, Design, Development, Deployment, and Operations) and in the effective power and policy. The course will fill a gap in current Defense, academic and industry offerings on IRM by providing graduate level education, stressing senior level management requirements, current policy and issues, and the integration of tasks to ensure effective allocation and application of resources in compliance with regulatory, policy, and ethical standards.

The first AMP offering is scheduled for September 1990.

PREREQUISITES: The students who attend this course are nominated by their respective military services or organizations and hold the rank of 05 and above or civilian grade GS-14 and above. These selections are based on the qualifications and potential of the individuals and not on race, sex, or religion. Requests for exceptions to the rank/grade requirements may be submitted. On a case-by-case basis the IRMC AIS Project Management Department will review and rule upon these exceptions. Notification of IRMC's decision will be provided to the submitting organization.

SECURITY CLEARANCE: None.

Course Title: AUTOMATED INFORMATION SYSTEMS ACQUISITION
ACQ (JT)
Location: IRMC, Washington Navy Yard,
Washington, D.C. 20374-0001
Length: 10 Days

PURPOSE: A study of the Federal policies, statutes, regulations and management procedures that govern and influence the acquisition of Automated Information Systems (AIS). Emphasis is placed on procurement of AIS in a competitive environment.

SCOPE: Student exercises and case studies reinforce concepts presented in procurement policy and law, ethics, requirements analysis and justification, analysis of alternatives, specification development, capability and performance validation, solicitation and source selection, and contract administration. Guest lecturers from government and industry provide additional insights on all facets of the acquisition process.

PREREQUISITES: Attendance is recommended for DoD personnel (civilian GS/M-11-14 and military 03-05) who are currently assigned to the staff of an AIS program. Special consideration will be given to individuals being developed for pivotal acquisition positions on an AIS program staff. Beyond the AIS staff, the course will also benefit personnel who support various phases of the AIS life cycle process, e.g. users, contract administrators, contracting officers, contracting specialists, evaluators and attorneys.

SECURITY CLEARANCE: None.

Course Title: AUTOMATED INFORMATION SYSTEMS OVERSIGHT
ISO (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: An examination of DoD oversight activities for Automated Information System Review Committee, and formal life cycle reviews within the DoD components.

SCOPE: The course focuses on strategies for timely oversight, reliable monitoring, documentation concepts, and assessment approaches for the measurement of program costs, schedule, and performance achievements against stated objectives. Presentations

include the nature of ongoing oversight programs and the early identification of critical program issues. Students will review case studies and use their own experiences as the basis for discussion of oversight requirements and techniques.

PREREQUISITES: This course is appropriate for civilian grades GS/M-12-15, military 04-06. The course will be of primary benefit to personnel at the OSD, Service, and Major Command level involved directly in overseeing and approving the progress and continuance of large and major AIS programs. Others involved in the regular oversight of AIS in an inspection or investigative capacity may also benefit from the course. The course presumes that students are familiar with the system development and life cycle management processes.

SECURITY CLEARANCE: None.

Course Title: AUTOMATED INFORMATION SYSTEMS SECURITY ENGINEERING I
SE1 (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: A study of the security concepts necessary to successfully develop and implement an Automated Information System (AIS). The course focuses on fundamental ideas in security engineering that are critical to an AIS in a distributed environment.

SCOPE: The course examines risk management, trusted computer systems, and approaches to telecommunications and network security. Particular emphasis is placed on identifying protection mechanisms that can be designed into an AIS and policies for protection of information resources.

PREREQUISITES: The primary audience is the technical staff from a Designated Approving Authority (DAA) or management staff responsible for developing, acquiring, and operating AIS/s. The secondary audience is the technical staff from other agencies involved in the development process such as the functions community, software development, and contracting. This course is also appropriate for: technical staff members of AIS's that process sensitive unclassified and classified information; managers and supervisors who desire an understanding of AIS security; and those individuals responsible for acquisition of mission critical computer resources (MCCR). Appropriate grade levels are civilian GS/M-11-15 and military 03-06.

SECURITY CLEARANCE: None.

Course Title: AUTOMATED INFORMATION SYSTEMS SECURITY ENGINEERING II
SE2 (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: A detailed study of engineering as it concerns the application of security methods to an Automated Information Systems (AIS)--a further development of and building on the principles and techniques begun in AIS Security Engineering I. The emphasis is to ensure that security is engineered into an AIS at the front end of the life cycle.

SCOPE: Security-relevant tasks through AIS fielding will be addressed with concentration on the concept development, design, and definition processes. Through practical exercises, students will determine the quality of security-relevant tasks and the quality of documentation. A major portion of the course will focus on determining the security implications of functional and technical alternatives. Special analyses present the certification and accreditation processes and supporting documentation.

PREREQUISITES: AIS Security Engineering I, or demonstrated equivalent knowledge. The primary audience is the technical staff from a Designated Approving Authority (DAA) or management staff responsible for developing, acquiring, and operating AIS's. The secondary audience is the technical staff from other agencies involved in the development process such as the functional community, software development, and contracting. This course is also appropriate for: technical staff members of AIS's that process sensitive unclassified and classified information; managers and supervisors who desire an understanding of AIS security; and those individuals responsible for acquisition of mission critical computer resources (MCCR). Appropriate grade levels are civilian GS/M-11-15 and military 03-06.

SECURITY CLEARANCE: None.

Course Title: CORPORATE INFORMATION MANAGEMENT
CIM (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 3 Days

PURPOSE: An examination of the strategic value of information planning to the Department of Defense (DoD) and the need to optimize the investment in DoD information resources. The concepts for a comprehensive corporate information resources management program are presented.

SCOPE: Primary topics are: organizational information architectures. information planning, technology plans, standards, add information resources. Through case studies, students analyze the potential of information resources to improve organizational processes, and determine how corporate information management reduces costly and unnecessary redundancies. This course provides a framework for the use of ideas in new situations to achieve information systems integration and interoperability at both the technical and functional level within the DoD community.

PREREQUISITE: This course is for Automated Information Systems (AIS) program managers and their staffs and others responsible for information resources within DoD. Functional managers and subject matter experts participating in corporate information management activities will also benefit from attendance. The course targets the GS/M-13-15 and military 04-06 grade levels.

SECURITY CLEARANCE: None.

Course Title: DOD INFORMATION ENGINEERING
IEG (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: An analysis of the concept of information engineering in support of a corporate information management plan. The course examines information engineering as an essential part of implementing systems architectures, minimizing costly information redundancies, networking information resources, and modeling information to meet strategic plans.

SCOPE: Topics include planning for the relation of information resources to corporate business processes, information life cycle management, networking of data assets, corporate data management, data standardization, and information architecture concepts. Through cases, students will apply information engineering concepts to real world situations focusing on quality and consistency of management decisions. Students will learn to integrate information architectures with systems architectures to meet organizational goals and to provide management solutions to everyday problems.

PREREQUISITES: For DoD IRM managers (civilian GS/M-11-15 and military 03-06) and their technical and functional staff at all levels who are involved in the development, acquisition, or functional definition of automated information systems. However, functional users, program management, and technical staff elements may also find the course beneficial for understanding information engineering concepts.

SECURITY CLEARANCE: None.

Course Title: IRM IN JOINT AND COMBINED WARFARE (JCW)
COMMAND AND CONTROL
JCW (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: A study of Information Resources Management (IRM) and the use of information resources in the JCW Command and Control environment.

SCOPE: The course examines JCW support available from decision aids, artificial intelligence, robotics, expert systems, intelligent data bases, and network integration in the command and control decision process. Students will employ information resource tools and techniques and assess applicability for use in the planning of and fighting in JCW situations. In addition the course will cover the application of current and future information resources as force multipliers.

PREREQUISITES: This course is intended for Automated Information Systems (AIS) managers and staff officers who are involved in command and control in the JCS environment at the military 04-06 or GS/M-13-15 civilian grade level. Officers expecting assignments in the joint arena would also benefit from this course.

SECURITY CLEARANCE: None.

Course Title: INFORMATION RESOURCES MANAGEMENT POLICY ISSUES
POL (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 1 Day

PURPOSE: A study and discussion of significant and timely topics confronting senior level Information Resources Management (IRM) executives.

SCOPE: Subject matter varies and is determined by current relevancy and strategic impact, which the IRMC will announce at least 60 days prior to the start of each course. Acknowledged authorities from industry, academe, and the executive and legislative branches of government will present their perspectives and participate in an exchange of ideas.

PREREQUISITES: Flag level officers (0-7 and above), and members of the Senior Executive Service (SES) who have IRM responsibilities. 0-6 level personnel, consisting principally of students from other colleges within the National Defense University, will be considered on a space available basis.

SECURITY CLEARANCE: None.

Course Title: LIFE CYCLE MANAGEMENT PROGRAM PLANNING AND CONTROL
LCM (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 10 Days

PURPOSE: A study of the processes and activities involved in planning and controlling large Automated Information Systems (AIS) in the Defense life cycle management process. Students develop their ability to make judgments to confidently assess programmatic issues.

SCOPE: Case studies and practical exercises allow the examination of existing management tools. Topics include: program management scheduling techniques, cost and schedule control, financial management, economic analysis, and automated program management tools. Students are provided a hypothetical program for which they develop a work breakdown structure and resource and schedule estimates. Students then manage the program through its life cycle, responding to realistic planning and control problems.

PREREQUISITES: This course is appropriate for civilian grades GS/M-12-14 and military 04-05. The course is primarily intended to aid program management staff and functional managers with planning and control responsibilities for large AIS development efforts or those projected for assignment to such positions.

Course Title: MAJOR AUTOMATED INFORMATION SYSTEM REVIEW COMMITTEE (MAISRC) FUNCTIONAL REQUIREMENTS/CONCEPTS DEVELOPMENT
FRC (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 5 Days

PURPOSE: An assessment of techniques for analyzing functional requirements and evaluating concepts for system development during the first two phases of the system life cycle of a large Automated Information System (AIS).

SCOPE: Through individual study, lecture presentations, and seminar discussions, students develop their powers of reasoning in functional analysis and formulating strategic concepts. Practical exercises and case studies provide a systematic approach to: stating problems in functional business terms; organizing materials appropriate for a mission need statement; developing initial cost projections; and generating alternative functional concepts, development approaches, and architectures.

PREREQUISITES: This course is intended for civilian grades GS/M-11-15 and military 03-06. Managers who are, or will soon be, responsible for initial requirements analysis and functional development of a major AIS will find the course of primary benefit. Managers within functional communities who will work closely with automated system program managers in planning and designing large systems may also find the course of use.

SECURITY CLEARANCE: None.

Course Title: MAJOR AUTOMATED INFORMATION SYSTEM REVIEW COMMITTEE (MAISRC): PLANNING AND PREPARATION
MPP (JT)
Location: IRMC, Washington Navy Yard
Washington, D.C. 20374-0001
Length: 3 Days

PURPOSE: This course will prepare the PM of a major AIS or the Program Management Office staff for the MAISRC.

SCOPE: This course uses a case study approach. The student will compare completed assignments with MAISRC-approved examples. The course will also identify sources of Federal Government help available to the PM during the project development phase. The student will receive examples of project deliverables.

PREREQUISITES: Attendance is recommended for Federal Managers who have, or who will soon assume major AIS project development responsibilities. A major AIS is one with a life cycle cost greater than $100M and which is subject to oversight by the Office of DoD Comptroller, as outlined in DoD Directive 7920.1.

SECURITY CLEARANCE: None.

SECTION C

DEPARTMENT OF DEFENSE SECURITY INSTITUTE
c/o Defense General Supply Center,
Richmond, VA 23297-5091
SPONSOR No. 1952

SCHOOL INFORMATION

ORGANIZATION: The Department of Defense Security Institute (DoDSI) is an activity established by the Secretary of Defense. DoDSI serves as the DoD focal point for promoting activities supporting DoD security programs in education and training (E&T), research and development (R&D), and career development. DoDSI presents courses of instruction including resident, field extension, and correspondence relating to DoD Security Programs.

LOCATION: DoDSI is located at the Defense General Supply Center (DGSC) which is 8 miles south of downtown Richmond, VA, and 14 miles north of Petersburg, VA, on U.S. Highways 1 and 301. It is accessible from the Richmond-Petersburg Turnpike (Interstate 95), utilizing Exits 6A, 6W or 7.

CLIMATE: Richmond has an average summer temperature of 75 degrees and an average winter temperature of 41 degrees with annual precipitation of 41 inches. Richmond's climate is due to its location midway between the Blue Ridge Mountains and the Atlantic Ocean. Summers are warm and pleasant and winters are generally mild.

REGISTRATION AND RELEASE TIMES: Personnel attending DoDSI courses are requested to either report to the Myers Building (Building 33), Bay E.(DoDSI South),or Building 32, Bay B (DoDSI North), no later than 0800 on the scheduled starting date of the course. Personnel will be notified by confirmation letter as to which DoDSI site the course will be held. Sign in with DGSC is not required. Normally graduation exercises are completed by 1200 on the final Friday. Travel time to downtown Richmond is approximately 30 minutes and to Richmond International Airport (Byrd Field) approximately 45 minutes.

MILITARY UNIFORM: Civilian dress is recommended. Name tags issued to students will identify their rank and military organization.

DRESS SUGGESTION: Casual dress is acceptable.

CLASS HOURS: Classes are from 0800 to 1600, Monday through Friday.

TRANSPORTATION: Morning and afternoon transportation between lodging and DoDSI will be provided by the lodging facility. Further information regarding this service will be furnished to students in advance of their arrival.

There is a critical shortage of parking spaces on DGSC. At the request of the center, DoDSI will authorize temporary vehicle registration only on an exception basis. Students are strongly urged to use the transportation provided.

DGSC is located on the main route for local commercial bus transportation between Richmond and Petersburg.

AMTRAK main line service and the Richmond, Fredericksburg, and Potomac Railroad provide rail transportation to the north and south.

Air traffic is accommodated by Richmond International Airport (Byrd Field) located approximately 7 miles east of Richmond. Taxi and airport limousine service is available to and from DGSC and nearby motels at a rate of approximately $25 per person.

QUARTERS AND MESSING FACILITIES: Government quarters and messing facilities are not available at DGSC. This should be entered on all travel orders. If the travel order issuing authority requires, a certification of nonavailability will be issued for DoD military and civilian personnel. DoD attendees must provide a copy of their orders on the first day of class for the non-availability statements to be prepared. A lodging reservation will be made for each student at a hotel/motel in the area. This information will be furnished to the students in advance of their arrival.

WELFARE AND RECREATION FACILITIES: DGSC offers a number of convenient services. These include a cafeteria, barber shop, tennis court, gymnasium, and post office. A dispensary, commissary, gas station, Officers' Open Mess, package store, and Post Exchange are also available for personnel entitled to use these facilities.

QUOTA PROCEDURES: Government Personnel - Quota requests from the Military Departments are to be directed to their respective Training Commands. Other DoD and Federal Agencies may direct requests to the Director, Department of Defense Security Institute, c/o Defense General Supply Center, Richmond, VA 23297-5091. Quotas requested by DLA activities are to be directed to Chief, DCPSO, P.O. Box 3990, Columbus, OH 43216-5000.

Industry Personnel - Requests for attendance from industry personnel should be directed to the appropriate regional Defense Investigative Service (DIS) cognizant security office, Director of Industrial Security (DOIS).

NOMINATION OF STUDENTS: Nominations for attendance will be submitted to the Registrar, DoDSI, at least 45 days before the class start date unless otherwise stated in individual course descriptions.

DoD - Defense department personnel will submit nominations for DoDSI courses on DD Form 1556.

Non-DoD Federal Agencies - Personnel from non-DoD Federal Agencies will use Standard Form (SF) 182, Request, Authorization, Agreement, and Certification of Training, for nominations. SF 182 will include a statement that the nominee meets all course eligibility requirements and the signature of the nominee's supervisor or higher authority.

Private Industry - Personnel from industry desiring to attend DoDSI courses should contact their DIS cognizant security office, who will nominate the individual, by letter signed by the appropriate Regional Director of Industrial Security or an authorized representative. The letter should include the nominee's name, title, company name, and address; course desired by title, number, and dates; clearance information, if required; and a statement that nominee meets all course eligibility requirements.

A qualified alternate nominee may be substituted for the principal nominee not later than 30 days prior to the class starting date.

The Director, DoDSI, has final approval authority on all nominations. Nominees will be notified of their acceptance or nonacceptance for course attendance.

SECURITY CLEARANCES: A number of courses offered by DoDSI require a SECRET security clearance for attendance. The level of security clearance of nominees to these courses must be verified by appropriate authority.

Government Personnel - Security clearances for DoD personnel attending courses requiring a clearance will be verified and forwarded to the Institute by letter or message. Letter/message will include the following: Nominee's name (last, first, middle); name and dates of course; organization address; date of birth; citizenship; social security number; current level final security clearance; current level of access authorized to classified information; and date access certification valid to. Signature, position, and telephone number of verifying authority will also be included. A DoDSI suggested format for this letter/message will be included in the confirmation packet to attendee.

Industry Personnel - When required, the clearance status of industrial personnel attending DoDSI courses will be verified by the company security officer on a visit request and sent to the Registrar, DoDSI.

FIELD EXTENSION: The Industrial Security Management Course and the Key Assets Protection Program Course are also presented as field extensions. These extensions are normally identical in length and content to the resident courses on these subjects.

DoDSI budgets for the travel and per diem of DoDSI faculty presenting these field extensions. DoDSI also provides instructional material for the training. All other costs are borne by the host regional DIS cognizant security office and other agencies registering students in the course.

The field extensions will be hosted by the regional DIS cognizant security office of the area in which the training is conducted. Unless otherwise specified, the responsibilities of the host normally will be limited to: (1) Selection of adequate classroom facilities in accordance with the guidelines furnished by the Director, DoDSI; (2) Assuring that attendees meet course eligibility requirements as set forth in this catalog; (3) Providing funds for the rental of necessary classroom facilities.

Nominations from industrial facilities or Government Agencies outside the host region's jurisdiction may be accepted at the discretion of the host director.

The Director, DoDSI, will furnish complete details regarding administrative and logistical support that will be required from the host.

ONSITE COURSES: The Information Security Orientation Course, an abbreviated course on the Information Security Program as discussed in DoD 5200.1-R, Information Security Program Regulation, is periodically conducted by DoDSI at onsite locations.

The course provides personnel, other than full-time Security Managers, with a basic working knowledge of the DoD program. Special emphasis is given to classification management principles, marking requirements, safeguarding and storage of classified information, violations and compromises, and other related topics.

Enrollment should consist of a minimum of 50 students. To maximize course effectiveness, full-time attendance is considered essential. Normally, 7 hours of daily instruction is provided for a course length of 3 days. When space permits, the host commander should invite other DoD activities in close proximity to participate in the course.

All related TDY travel and per diem costs for the two-person DoDSI instructor team presenting the onsite course will be funded by the host. All instructional materials and publications will be provided by DoDSI at no cost.

Annually, DoDSI will request by message that DoD Component Headquarters poll and report the needs of their subordinate activities for this course. Specific instructions for nominations are provided in the message.

SECTION C

DEPARTMENT OF DEFENSE SECURITY INSTITUTE

NONRESIDENT TRAINING

CORRESPONDENCE COURSE PROGRAM

NATURE AND ELIGIBILITY REQUIREMENTS: DoDSI offers free of charge, six correspondence subcourses. These subcourses are intended for enrollment by members of DIS, by civilian and military personnel of those Federal departments and agencies that participate in the Defense Industrial Security Program (user agencies), and by employees of those firms that have been awarded a classified contract by a user agency (cleared contractors).

DoDSI participates as a non-consolidated activity in the Army Correspondence Course Program (ACCP). The ACCP is administered by the Army Institute for Professional Development (IPD).

HOW TO APPLY: You may enroll for DoDSI subcourses by completing DA Form 145, Army Correspondence Course Enrollment Application. Note: Enter the following address in item 2 of DA Form 145:

The Army Institute for Professional Development
U.S. Army Training Support Center
Newport News, VA 23628-0001

Send the completed DA Form 145 to IPD at the above address. These correspondence courses should be requested from the Army well in advance (at least 6 months) of any course which has correspondence course prerequisites.

PARTICIPATION REQUIREMENTS: The policies and procedures of the ACCP, as described in the ACCP Catalog (DA Pamphlet 351-20), apply to the administration of DoDSI subcourses with one exception. To limit enrollment in DoDSI subcourses to only those who need the instruction they provide, DoDSI does not assign ACCP credit hours to its subcourses. Accordingly, neither promotion points nor retirement points may be earned by completing DoDSI subcourses. A total of 1 year is allowed for completion of all subcourses listed on DA Form 145.

Further information on DoDSI correspondence subcourses may be obtained by writing to the address below or by contacting the Educational Programs Department, DoDSI, AUTOVON 695-5314 or commercial 804-275-5314.

RECORD OF TRAINING: IPD certifies successful completion of subcourses by means of ATSC Form 157. If you wish, you may forward a copy of this form to DoDSI at the following address:

Department of Defense Security Institute
ATTN: EPD
c/o Defense General Supply Center
Richmond, VA 23297-5091

DoDSI will then prepare and send to you a DoDSI Certificate of Accomplishment for each subcourse completed.

AVAILABLE CORRESPONDENCE COURSES:

DEFENSE INDUSTRIAL SECURITY PROGRAM, I (ACCP Subcourse No: DS 2101):

Course Content: Overview of DIS and the Defense Industrial Security Program (DISP); Defense Acquisition Cycle; Business Structures; and Facility Security Clearance.

Prerequisites: This subcourse is designed as prerequisite training for Industrial Security Representatives (ISRep) and others attending the Industrial Security Specialist (ISSC) Course at DoDSI. Other DIS personnel, user agency personnel, and DISP contractor personnel who wish an introduction to the topics cited are also encouraged to enroll.

ADP CONCEPTS AND TERMS (ACCP Subcourse No: DS 5101):

Course Content: Data Processing and ADP; Main Memory and Data Representation; Auxiliary Storage and Data Structuring; and several other ADP topics.

Prerequisites: This subcourse is designed as prerequisite training for individuals attending the DoD Security Specialist Course at DoDSI. It is intended to provide a basic understanding of computers and computer systems as a foundation for follow-on resident training in ADP security. DIS personnel, user agency personnel, and DISP contractor personnel who wish to have an introduction to computer systems are also encouraged to enroll.

PHYSICAL SECURITY (ACCP Subcourse No: DS 4101):
Course Content: Protective Barriers; Protective Lighting; Intrusion Detection Systems; Locks and Locking Devices; Security Force Management; and other physical security topics.
Prerequisites: This subcourse is designed as prerequisite training for individuals attending the DoD Security Specialist Course at DoDSI. It is intended to acquaint personnel who have security duties with the fundamentals of physical security. DIS personnel, user agency personnel, and DISP contractor personnel are encouraged to enroll.

NAVAL TOPICS FOR DIS SPECIAL AGENTS (ACCP Subcourse No: DS 1101):
Course Content: Conducting Investigations on a Naval Base; Conducting Shipboard Investigations; Naval Implementation of the UCMJ; Drug and Alcohol Abuse Policies; Clearance Adjudication Policy; and basic Naval orientation topics.
Prerequisites: This subcourse is designed primarily for DIS special agents who conduct personnel security (background) investigations on Naval personnel. Other DIS personnel, user agency personnel, and DISP contractor personnel may also enroll.

ESSENTIALS OF INDUSTRIAL SECURITY MANAGEMENT (ACCP Subcourse No: DS 2103):
Course Content: Overview of the DISP and ISM; the Facility Security Clearance; Personnel Security Clearances; Procedures for Visitors; Security Education Briefings; Standard Practice Procedure; and Inspections.
Prerequisites: This subcourse is designed for Facility Security Officers and their security staff members of cleared facilities within the Defense Industrial Security Program. DIS personnel and user agency personnel may also enroll. This subcourse is a prerequisite for DIS trainees and interns and others attending the ISSC at DoDSI. (NOTE: Enrollees must have access to DoD 5220.22-M Industrial Security Manual for Safeguarding Classified Information. This manual is <u>not</u> provided.)

PROTECTING SECRET AND CONFIDENTIAL DOCUMENTS (ACCP Subcourse No: DS 2104):
Course Content: Storage; Receipt; Generation; Reproduction; Transmission; Disposition; and other security topics.
Prerequisites: This subcourse is for Facility Security Officers and their security staff members of facilities within the Defense Industrial Security Program that are authorized to possess classified documents to the SECRET level. DIS personnel and user agency personnel may also enroll. This subcourse is a prerequisite for DIS trainees and interns and others attending the ISSC at DoDSI.

SECTION C

DEPARTMENT OF DEFENSE SECURITY INSTITUTE

COURSE DESCRIPTIONS

Course Title: AIS SECURITY PROCEDURES FOR INDUSTRY COURSE 5220.10
Location: Resident: Department of Defense Security Institute
Defense General Supply Center
Richmond, VA 23297-5091
Field Extensions: Locations designated by the Cognizant Security Office, DIS Region
Length: 1 Week

PURPOSE: The purpose of this course is to provide U.S. contractor personnel practical experience in development of AIS Standard Practice Procedures (SPPs) and the rationale pertaining to the processing of classified defense information in data processing and office automation systems located in U.S. contractor facilities.

SCOPE: Topical areas include: Discussion of AIS security procedures and guidelines and applicable AIS SPP outlines prepared and distributed by DIS activities. Using DIS guidance students will prepare and review an AIS SPP for a microcomputer system and inspect the system according to criteria of Section XIII, Security Requirements of AIS Systems, DoD 5220.22-M.

PREREQUISITES: Employees of U.S. contractor facilities which have been issued a facility security clearance pursuant to directives of the Defense Industrial Security Program may attend.

To be considered, employees must prepare AIS SPPs for Cognizant Security Office approval or be engaged in classified procurements requiring such preparation. Only classified procurements for which DIS has security cognizance apply.

Contractor nominations will be forwarded to the appropriate cognizant security office which will verify that the nominee is employed by a cleared facility/contractor. Nominations for resident courses will be forwarded to the Director, DoDSI. This course is <u>not</u> open to Government personnel.

SECURITY CLEARANCE: None

Course Title: DoD PERSONNEL SECURITY ADJUDICATIONS COURSE
(RESIDENT PHASE)
5220.11 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 2 Weeks

PURPOSE: This course is designed to train and educate DoD personnel security adjudicators in the basic purpose, intent, procedures, and application of DoD Personnel Security Program in reaching personnel security determinations.

SCOPE: The resident and its supporting correspondence course cover the basis for a personnel security program; the relevant history, laws, and regulations; the types, content, uses, and considerations involved in personnel security investigations, security clearances, sensitive positions, and other requirements for personnel security determinations. They address the relevant roles of a personnel security adjudicator and of other involved DoD and component elements and investigative, counterintelligence personnel, and law enforcement agencies in personnel security. They train the process for making personnel security determinations, the adjudication policy guidelines and their application and use in given cases, the identification of basic issues requiring further investigation or a personnel security determination, and the general actions involved in favorable determinations.

The course uses extensive practical exercises in the adjudicator's primary functions of identifying and resolving personnel security issues. It requires substantial homework. Class size is limited to no more than 24 students.

PREREQUISITES: This course is for any DoD military or civilian personnel who adjudicate final personnel security clearances or access eligibility determinations for DoD component or for a DoD component level special access (SAP) or sensitive compartmented information (SCI) program. Nominations for attendance must be originated or made through and approved by the head of the student's component Central Adjudication Facility (CAF) or designee therein. Nominations for SCI and SAP adjudicators can be made directly through the head of the student's component level authority or designee as arranged by prior agreement with DoDSI. Other requests will be returned without action.

This course is designed for DoD personnel security adjudicators and adjudicator trainees primarily at the GS-5/7 or equivalent level. Higher graded DoD personnel security adjudicators may attend and will find the course of significant value. Other DoD personnel may attend on a space available basis. Non-DoD agencies desiring this training for their personnel should write DoDSI.

Attendees must complete the DoD Basic Personnel Security Adjudications correspondence course. Students accepted for the resident course must successfully complete the current final examination for the correspondence course no more than 90 nor less than 30 days prior to the start of the resident phase for which they have been accepted. Students eligible to attend the resident phase may request and receive the current correspondence course and final examination from their DoD CAF or, if applicable, from their component SCI or SAP authority.

SECURITY CLEARANCE: A final SECRET clearance is required.

ACADEMIC REQUIREMENTS: This course includes one written examination and two graded performance exercises and several ungraded practical exercises. Students must earn an average of 70 percent on the examination and the first performance exercise, and 70 percent on the final comprehensive, one day performance exercise covering all skills taught in the course. Students meeting these requirements receive a certificate of successful course completion.

ACCREDITATION: The Armed Forces make no recommendations concerning the awarding of credit for educational experiences during Military Services as it is recognized that this function is the prerogative of civilian education. However, the American Council on Education, One Dupont Circle, Washington, D.C. 20036-1193, has recommended that completion of this course be recognized as equivalent to 3 lower-division semester hours in Personnel Security Adjudications in the baccalaureate/associate degree category.

Course Title: DoD SECURITY SPECIALIST COURSE
5220.9 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 3 Weeks

PURPOSE: This course is designed to provide an introduction to the security programs, policies, procedures, and their interaction and implementation as they apply to the DoD Security Specialist career field. The course provides a common body of knowledge which promotes an understanding of the scope, importance, and interdependency of the varied security disciplines.

SCOPE: This course will examine information, physical, industrial, personnel, computer, communications, and operations security programs through an intensive curriculum that relates these programs to the installation level and demonstrates their interrelationships. The course will integrate these programs through discussion, study, and exercises in security management, inspections and oversight, and education and training.

PREREQUISITES: DoD personnel assigned to GS-080 Security Specialist grades GS-7 through GS-9, and military personnel performing primary duties in equivalent positions are eligible to attend the course. Personnel in positions above the GS-9 level or military equivalent are eligible to attend on a space available basis. Personnel in lower grades will be considered based upon the justification and supervisory recommendations approved by their DoD component headquarters. First consideration will be given to DoD component civilian personnel unless otherwise stipulated to DoDSI by the component. Other Federal Agency security specialists may be nominated by their Agency headquarters to attend the course, but selection will be made only after DoD requirements have been met. Nominees must successfully complete the DoDSI ADP Concepts and Terms and Physical Security correspondence courses. Equivalent prior training or at least 6 months work experience, completed within the last 5 years, may be submitted for DoDSI consideration as a substitute for the correspondence courses. Evidence of completion or substitution must accompany the nomination. Substitution requests must briefly describe the training or work experience and their inclusive dates and be endorsed by the individual's current supervisor.

SECURITY CLEARANCE: A SECRET security clearance is required.

ACADEMIC REQUIREMENTS: Each week of the course includes a comprehensive examination, graded exercises, and special assignments. Students must earn a total of 210 of 300 possible points in the course and must achieve a minimum of 60 points in any week. Students who meet these requirements will receive a certificate reflecting successful completion of the course.

ACCREDITATION: The Armed Forces make no recommendations concerning the awarding of credit for educational experiences during Military Services as it is recognized that this function is the prerogative of civilian education. However, the American Council on Education, One Dupont Circle, Washington, D.C. 20036-1193, has recommended that completion of this course be recognized as equivalent to 3 lower-division semester hours in Introduction to Security Administration in the baccalaureate/associate degree category.

Course Title: INDUSTRIAL SECURITY BASIC COURSE
5220.1 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 2 1/2 Days

PURPOSE: This course provides a general overview of DISP as implemented and administered by DIS through application (DoD 5220.22-R) and DoD 5220.22-M.

SCOPE: Topics addressed include the mission and functions of DISP; the Industrial Security Organization; the execution of security cognizance; regulations affecting the DISP; and program application throughout the classified acquisition cycle. Also covered are procedures for establishing contractor eligibility to perform on classified acquisitions; the contracting officer's relationship to DISP; program security requirements; controls and reports. Other topics address contractor personnel and facility security clearance actions; safeguarding of classified information; control of areas and visitor control; classification management; AIS; and facility inspection services and techniques. The course is designed to provide an overview of DISP, an explanation of Government responsibilities, and followup instruction to the DIS ACO/PCO Presentation ("Procuring Partners") entitled "Security and You" and given to various Federal procuring activities.

PREREQUISITES: Military and civilian personnel in DISP other than ISRep and Industrial Security Staff Specialists are eligible to attend. Other military and civilian personnel of the Federal Government engaged in, or to be engaged in, procurement, contract administration, and security activities which are related to acquisitions requiring access to classified information by a civilian contractor of a user agency, may attend.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL SECURITY EXECUTIVE SEMINAR
5220.5 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 1 Week (Biennially)

PURPOSE: This seminar provides executive level security personnel of Government and industry engaged in DISP a seminar-type management development program and forum for the exchange of ideas, experiences, and recommendations.

SCOPE: This seminar is designed to create an environment for the free exchange of ideas, experiences, philosophies, and opinions between executive attendees of Government and industry. To this end, presentations will be made by seminar participants as well as guest speakers who are recognized for their expertise in industrial security. Each participant is expected to submit a formal paper, make a problem-oriented presentation, and conclude the presentation with a recommendation designed to improve DISP. The seminar also provides a forum for the discussion of other topics of mutual concern to Government and industry representatives.

PREREQUISITES: The seminar is open to Government personnel - Civilian personnel, GS-12 and above, and military personnel, 0-4 and above, who are directly involved in DISP at the executive level. Nominations for Government personnel attendance will be selectively requested by the Director, DoDSI, from Office of the Secretary of Defense (OSD), DoD Agencies, the Military Departments, and other Federal Government Agencies participating in DISP. Each agency/department will be permitted to nominate one principal and one alternate for each session. Final selections will be made by the Deputy Director (Industrial Security), DIS. The Director, DoDSI, will advise the nominating activity and nominees as to who is selected for the seminar. Industry personnel who may attend are Security personnel at the executive level employed by contractors who have been issued a facility security clearance pursuant to DISP. Preference will be given to industry representatives who have attended the Industrial Security Management Course (5220.4) and who are recognized for their active participation in, and/or contributions to, industrial security associations, societies, seminars, meetings, and similar activities. Priority consideration will be given to representatives of facilities awarded the James S. Cogswell Outstanding Security Awards. Regional DIS cognizant security offices will be requested on a selective basis to nominate one principal and one alternate from industry per session. Final selections will be

made by the Deputy Director (Industrial Security), DIS. The Director, DoDSI, in turn, will send invitations to contractor selectees and will advise the DIS cognizant security office of acceptance.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: INDUSTRIAL SECURITY MANAGEMENT COURSE
5220.4 (JT)
Locations: Designated by the Cognizant Security Office, DIS Region
Length: 1 Week

PURPOSE: This course provides U.S. contractor personnel with a general understanding of DISP as it applies to requirements and administrative procedures involved in safeguarding classified defense information in the possession of U.S. industry and maintaining proper security clearances for personnel/facilities having access to classified information.

SCOPE: Topic areas include the purpose and application of DISP; explanation of the Industrial Security organization and the concept of security cognizance; inspection, advisory, and assistance services; discussion of regulatory matters pertaining to the program; general requirements, reporting obligations, safeguarding specifications; explanation of procedural requirements covering personnel and facility clearance actions; safeguarding of classified information; compromises and violations; and visitor control. Other topics addressed include inspection practices, security education, classification management, and security of AIS systems. One and one-half days will be dedicated to workshops on specific areas.

PREREQUISITES: The course is for Facility Security Officers and key security personnel employed by contractors which have been issued, or are in process for, a facility security clearance pursuant to directives of DISP. Contractor nominations will be forwarded to the appropriate DIS cognizant security office which will verify that the nominee is employed by a cleared (or in process of clearance) facility/contractor. This course is not open to Government personnel. However, on an exception basis, certain DIS and other User Agency personnel may be approved for attendance.

SECURITY CLEARANCE: None.

Course Title: INDUSTRIAL SECURITY SPECIALIST COURSE
5220.2 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, Virginia 23297-5091
Length: Six Weeks

PURPOSE: The purpose of this course is to provide the Industrial Security Specialists, GS-080, formal classroom training in the field of the Department of Defense Industrial Security Program (DISP). This training is designed to furnish the student with a fundamental comprehension of the DISP for which the Deputy Under Secretary of Defense (Security Policy) is responsible. The course is structured for a basic level of achievement which, when coupled with a period of on-the-job training, will qualify personnel to perform the functions of a Department of Defense Industrial Security Representative.

SCOPE: This course pertains to Industrial Security (protection of classified defense information within industry) and provides knowledge of the security requirements and internal security controls as set forth in DoD 5220.22-M, R, S, C, and the operating procedures within DIS-31-4-R. It includes: security threats which confront industrial facilities and sites; technical security resources applicable to the DISP; responsibilities of contracting officers and their relationship to the DISP; security violations and compromise considerations; development and maintenance of a security education program; information security and classification management; personnel security clearance procedures and requirements; procedures relating to the facility clearance program and actions; determination of foreign ownership and influence factors; providing advice and guidance to contractor management; requirements for AIS and COMSEC security; and international aspects of the Industrial Security Program.

PREREQUISITES: Personnel of the Defense Investigative Service presently or about to be engaged in the duties relating to the DISP, who require training to perform the duties of an Industrial Security Representative or Staff Specialist at the cognizant security office level, have participated in a pre-course OJT program to include completion of "Defense Industrial Security Program I", "Essentials of Industrial Security Management", and "Protecting SECRET and CONFIDENTIAL Documents" correspondence courses and otherwise are determined eligible for attendance by the Director of Industrial Security or equivalent. Other U.S. Government personnel who are involved or expected to be involved with the initial clearance process and with inspection responsibilities of cleared facilities participating in the DISP will also be considered for attendance. However, such personnel shall meet the above prerequisites as well as submit a letter signed by the nominee's organization Commander or higher authority

which (i) explains, in detail, the nature and extent of the nominee's duties in industrial security, and (ii) provides a complete justification attesting to the nominee's need for this course before being given consideration for selection to attend the Specialist Course. Upon attendance approval by DoDSI, proctored examinations on the three required correspondence courses will be provided the supervisor of the attendee for administering prior to the course. Personnel who have completed course number 5220.1A or are responsible for inspecting visitor groups are not eligible for this course.

SECURITY CLEARANCE: A SECRET security clearance is required.

ACADEMIC REQUIREMENTS: In order to successfully complete the course, the student must achieve an overall average grade of 70% on various exams, quizzes, and homework assignments, and exhibit an attitude and demeanor that will enable them to perform the highly sensitive interactions with defense contractors.

ACCREDITATION: The American Council on Education has recommended that completion of the Industrial Security Specialist Course be equivalent to 3 lower-division semester hours in Principles of Industrial Security or Industrial Security Administration in the baccalaureate/associate degree category.

Course Title: INFORMATION SECURITY MANAGEMENT COURSE
5220.7 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 2 Weeks
(U.S. contractor personnel are eligible to attend the first week)

PURPOSE: This course is designed to provide a comprehensive understanding of the DoD Information Security Program, as established in DoD 5200.1-R, Information Security Program Regulation, to include the proper classification, downgrading and declassification of information, and safeguarding of classified information against unauthorized disclosure. The course will assist personnel in implementing and monitoring an effective Information Security Program at command or organizational level.

SCOPE: This course covers policies and procedures for implementation and management of the DoD Information Security Program. It also provides a fundamental working knowledge of the following program elements: Security classification, downgrading and declassification; marking; safeguarding (access and dissemination control, accountability, secure storage, disposal and destruction, transmission); violations and compromises; security education; and program oversight. The course includes some discussion of related security programs such as personnel security and physical security. It provides opportunities for discussion of ideas, issues, problems, and possible solutions with representatives of key Executive Branch organizations responsible for the Information Security Program.

PREREQUISITES: This course is for DoD military and civilian personnel assigned or pending assignment to primary duty as a security manager within a DoD Component Information Security Program as described in DoD 5200.1-R and component supplements. Space available nominations will be accepted for personnel (1) who are in a DoD security career field which prescribes this course as part of their required training; (2) who perform similar duties within other Executive Branch Agencies; or (3) who are employees of a DoD contractor in DISP performing classification management duties. Other DoD or Federal personnel may be nominated provided that accompanying justification establishes substantial responsibilities related to the Information Security Program. Persons not meeting the above criteria who require information security training should attend the Information Security Orientation Field Extension. DoD contractor personnel accepted into the course will attend only the first week which concentrates on classification management. First consideration will be given to those contractor personnel who have completed the Industrial Security Management Course. Requests for attendance will describe the nominee's primary duties as they relate to the prerequisites and be submitted through the responsible DoD component or Federal Agency Office. Requests from DoD contractor personnel will be accepted from the DIS cognizant security office which shall verify eligibility and recommend attendance.

SECURITY CLEARANCE: A SECRET security clearance is required.

ACADEMIC REQUIREMENTS: Each week of the course includes a comprehensive examination. Students must achieve a minimum average grade of 70 percent and satisfactorily complete assigned work before a certificate reflecting successful completion will be issued. Industry students must achieve a grade of 70 percent on the examination for the first week.

ACCREDITATION: The Armed Forces make no recommendations concerning the awarding of credit for educational experiences during Military Service as it is recognized that this function is the prerogative of civilian education. However, the American Council on Education, One Dupont Circle, Washington, D.C. 20036-1193, has recommended that completion of this course be recognized as equivalent to 2 lower division semester hours in Principles of Information Security in the baccalaureate/associate degree category.

Course Title: INFORMATION SECURITY ORIENTATION COURSE
5220.7A (JT)
Onsite at Various DoD Activities and at Defense Security Institute, Richmond, VA, by the
Department of Defense Security Institute,
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 3 Days

PURPOSE: This course is designed to provide a basic understanding of the DoD Information Security Program, as established in DoD 5200.1-R, to include the proper classification, downgrading and declassification of information, and safeguarding of classified information against unauthorized disclosure. The course will assist personnel in implementing an effective Information Security Program at command or organizational level.

SCOPE: This course covers basic policies and procedures for implementation of the DoD Information Security Program. It also provides a basic working knowledge of the following program elements: Security classification, downgrading and declassification; marking; safeguarding (access and dissemination control, accountability, secure storage, disposal and destruction, transmission); and security violations.

PREREQUISITES: This course is for military and civilian personnel who are involved with implementing the DoD Information Security Program within a command or organization. The course is of particular interest to persons serving on a part-time basis as

security managers within the meaning of DoD 5200.1-R and component supplements, but others with related duties and responsibilities may attend. (Full-time security managers and personnel in security career fields should be scheduled to attend the Information Security Management Course when possible.) The course is also appropriate for personnel whose future duties are expected to include involvement with management of the Information Security Program and for individuals whose responsibilities are limited to one aspect of the Information Security Program, but require an understanding of overall program requirements and policies.

ACADEMIC REQUIREMENTS: Issuance of a certificate of successful completion requires regular attendance at all instructional sessions.

SECURITY CLEARANCE: None.

NOTE 1: Each presentation of this onsite course is hosted by a DoD installation or activity. To be considered by DoDSI, requests to host this course must normally project an enrollment of more than 50 students. When facilities permit, the host installation/activity should invite other DoD installations and activities in the area to participate in the course.

NOTE 2: DoD component headquarters will be requested by DoDSI to nominate prospective host installations/activities not later than 1 March of each year for the following fiscal year. Requests from individual installations/activities should be sent to the appropriate component training office. Any requests received by DoDSI directly from installations/activities will be returned without action. The final decision on scheduling of this course rests with the Director, DoDSI.

NOTE 3: All travel and per diem costs for the two-person DoDSI instructor team presenting the course will be funded by the host, and the host must provide necessary facilities, audiovisual equipment, and administrative support. All instructional materials and publications will be furnished by DoDSI at no cost. Support required from host installations/activities normally includes: Provision of a training site adequate for the number of students in attendance and suitable for presentation of instruction; basic audiovisual equipment (e.g., 35mm carousel slide projector, chalkboard); typing of certificates of completion and class rosters; precourse coordination (e.g., BOQ/motel

reservations for instructors, providing information to students); failure to provide adequate support may result in cancellation of the course at the discretion of the department chairperson or senior instructor.

Course Title: KEY ASSETS PROTECTION PROGRAM COURSE (DIS/STARC)
5220.6 (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 3 1/2 Days

PURPOSE: This course provides ISReps from DIS and representatives from the State Area Commands (STARC) and Continental Army Commands (CONUSA) with current program guidance concerning the Key Assets Protection Program (KAPP)

SCOPE: This course presents an overview of the current state of the KAPP and discussion of topics including Emergency Planning, Vulnerability Analysis, Fire Prevention, Hazardous Materials and Terrorism and Executive Security. The representatives from DIS will have a workshop on the third day with a discussion of presurvey/survey techniques, postsurvey actions, the role of ADP in asset protection and topics to be determined by DIS. The representatives from STARC and CONUSA will have a separate workshop which will address policies/procedures of STARC and CONUSA for the administration of KAPP, together with topics to be determined by U.S. Army Forces Command (FORSCOM) and taught by DoDSI staff.

PREREQUISITES: A SECRET personnel security clearance is required. Attendance is limited to those Government personnel currently involved or designated to be involved in the administration and/or implementation of KAPP.

Course Title: KEY ASSETS PROTECTION PROGRAM COURSE (MANAGEMENT OFFICIALS)
5220.6A
Location: Field Extensions: Locations designated by the Cognizant Security Office, DIS Region
Length: 3 Days

PURPOSE: The purpose of this course is to provide responsible middle management personnel from industry with an introduction to and overview of the protective measures needed to safeguard key

industrial assets from the effects of sabotage, espionage, disaster, and other hostile or destructive acts through the application of physical security emergency preparedness, restoration measures, and fire protection/prevention.

SCOPE: This course is not designed for experienced security professionals, but rather for those management personnel who exercise oversight and responsibility for the protection of their facilities. The course provides a basic introduction to KAPP; vulnerability and critically; emergency planning procedures and mutual aid; civil disturbances; planning against bomb threats; executive protection and terrorism; fire prevention and control; protection of proprietary information and industrial espionage; personnel screening and controls; material controls; protective barriers; protective lighting; security force management; locks and locking devices; intrusion detection devices and systems; the role of security in automatic data processing; and application of the protection program concepts through practical exercises. The course is designed to provide responsible management personnel with a basis for understanding KAPP and its purpose; their responsibilities as compared with the program and how it can aid them in maintaining their continuity of operations and reducing the vulnerability of their facilities.

PREREQUISITES: This course is designed for management personnel from key industrial assets participating in KAPP. There is no security clearance required.

NOTE: Nominations for this course from representatives of industry and non-federal Government agencies will be directed to the appropriate Regional Director of Industrial Security who will determine if the applicant does or does not meet the prerequisites of the course. Applications that are questionable will be sent to the Director, Department of Defense Security Institute, for review and approval/disapproval.

Course Title: PERSONNEL SECURITY INVESTIGATIONS COURSE
5220.8 (DIS)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 4 Weeks

PURPOSE: This course provides special agents new to DIS with training in the investigative procedures and policies of the Agency.

SCOPE: The course covers all aspects of personnel security investigations. The entire background investigation process is addressed, beginning with the required forms and initial request for case opening, through distribution of investigative leads to the field, review and processing of the case at the Personnel Investigations Center, and finally, return of the completed case to the adjudicator. The course also covers the required elements for all of the various types of investigations and cases; techniques and procedures for record reviews and interviews; fundamentals of abbreviated and detailed report writing; the taking of sworn statements; confidential sources; essentials of effective case management; constitutional provisions and laws; adjudicative procedures; and DIS internal controls. In addition, unfavorable or questionable issue development and resolution, and subject interview procedures are discussed. During the course, two written exams, two comprehensive criterion exercises and numerous informal practice sessions involving all of the learned procedures and practices enable students to put their interviewing and report writing skills to use.

PREREQUISITES: In accordance with DIS regulation 11-361.1, Civilian Investigator Career Trainee - Intern Program, special agents attending the course must have completed 8 weeks of structured OJT following the Phase I Training Handbook and Schedule at an office in the field where they have observed experienced agents in the actual conduct of their work schedule. The schedule sets forth daily activities to include familiarization with the Manual for Personnel Security Investigations and DIS regulations, observing experienced agents in the actual conduct of their "field work", reviewing incoming and outgoing cases, accomplishing open book learning exercises, worksheets of the material covered, and interacting with other personnel to learn as much basic information as possible about all aspects of Personnel Security Investigation procedures before attending the 4-week course. The course is normally limited to special agents of DIS. However, other DoD investigative components may request waivers which will be considered on a space available basis.

SECURITY CLEARANCE: Special Background Investigation (SBI) is required.

ACADEMIC REQUIREMENTS: Two written review exercises must be completed and agents must demonstrate ability to properly conduct and report investigations for a diploma to be awarded. Students who fail to demonstrate practical ability to conduct and report investigations will receive a certificate of attendance.

ACCREDITATION: The Armed Forces make no recommendations concerning the awarding of credit for educational experiences during Military Services as it is recognized that this function is the prerogative of civilian education. However, the American Council on Education, One Dupont Circle, Washington, D.C. 20036-1193, has recommended that completion of this course be recognized as equivalent to 3 lower-division semester hours in Personnel Security Investigations in the baccalaureate/associate degree category.

Course Title: SPECIAL AGENT CONTINUING EDUCATION SEMINAR
5220.8A (DIS)
Location: Field Offices in Defense Investigative Service Regions
Length: 3 Days

PURPOSE: This seminar provides agents with an update of investigative processes and philosophy.

SCOPE: This seminar addresses ongoing changes in investigative requirements, DoD regulations, and DIS policy. Particular emphasis is placed on the development and resolution of investigative issues, on obtaining information through various types of subject interviews, and on review and analysis of complex investigations and reports.

PREREQUISITES: Attendees are experienced Special Agents with DIS. The course is limited to employees of DIS.

ACADEMIC REQUIREMENTS: All agents who participate in the seminar will receive a certificate of training.

Course Title: USER AGENCY INSPECTOR COURSE
5220.1A (JT)
Location: Department of Defense Security Institute
c/o Defense General Supply Center
Richmond, VA 23297-5091
Length: 1 Week

PURPOSE: This course provides Security Specialists of user agencies participating in DISP (DoD 5220.22-R) with intensified training in the inspection of on-installation industrial contractors (visitor groups).

SCOPE: Security requirements and internal security controls of DoD 5220.22-M and DoD 5220.22-R are emphasized. Enhanced security inspection procedures and methods are related through a series of practical exercises including an industrial security inspection (DD Form 696, Industrial Security Inspection Report). User agency inspection emphasis areas are provided.

PREREQUISITES: Personnel of the U.S. Government presently having, or about to engage in activities having, inspection responsibilities over industrial contractors performing on installations pursuant to paragraph 1-108(e), DoD 5220.22-R, may attend.

Attendees must have completed the Industrial Security Basic Course (5220.1). Waivers for this requirement will not be granted. All nominations will be accompanied by a letter signed by nominee's organization Commander or higher authority which explains in detail the nature and extent of the nominee's duties in industrial security. Only those nominations which clearly satisfy the criterion will be approved. This course is not designed for Government personnel performing information security program reviews of contractor activities prescribed in DoD 5200.1-R. Personnel who have completed course number 5220.2 are not eligible for this course.

SECURITY CLEARANCE: None.

ACADEMIC REQUIREMENTS: Students attending this course must complete one practical exercise which is graded on a pass/fail basis and constitutes the determining factor of the award of the certificate of course completion.

SECTION D

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT
Wright-Patterson AFB, OH 45433-5000

SCHOOL INFORMATION

Defense Institute of Security Assistance Management (DISAM) conducts a series of instructional programs designed to enhance middle and senior level management capabilities of DoD military and civilian personnel assigned to CONUS and overseas security assistance activities, purchaser country clientele, and contractor personnel sponsored by the Military Department.

The DISAM program currently consists of eleven courses which vary in length from 1 to 3 weeks, with each course being offered a number of times each year. The program, designed to provide the highest quality education, has been tailored to meet specific needs of the student at all the security assistance management levels.

Course content is a blend of the rationale behind security assistance, its implementation by various Government Agencies, and its case management through practical exercises. Throughout the curricula subjects are intended to broaden the scope and depth of a manager's knowledge of the total security assistance spectrum. The objective is a broadened group of security assistance managers - individuals capable of using advanced concepts and techniques in their respective managerial areas.

The quality of DISAM education programs is maintained by (1) limiting the number of students per class offering, thereby fostering an effective seminar environment; (2) integrating current policies and management concepts with practical security assistance problems; (3) using case problems, management exercises, and simulation; and (4) selecting faculty lecturers recognized as authorities in their field.

ELIGIBILITY REQUIREMENTS: Military personnel and DoD civilians interested in attending courses should contact their local education or training officer for the latest information on DISAM programs. In order to be eligible, applicants should have an academic and/or experience background that is compatible with the subject matter offered in a specific course. Further, applicants should be assigned, or scheduled to be assigned, to duties that would benefit from the knowledge and experience gained from attendance. Additionally, there should be reasonable assurance that there will be a continuing need for the student's services after course completion.

WHERE TO APPLY: Military Departments Education and Training Offices must furnish the DISAM Registrar (DISAM/DAS, Wright-Patterson Air Force Base, OH 45433-5000), a DD Form 1556 in four copies for individuals nominated based on an issued allocation to attend a resident DISAM course. For most courses, contractor applicants will be accommodated on a space available basis and should address their requests directly to their respective sponsor service.

Requests should be submitted so as to arrive at DISAM NET 90 days and NLT 30 days prior to the course start date. DISAM reserves the right to accept or reject any nominee based on information contained on the enrollment request. DISAM will promptly notify the respective office or organization of an applicant's acceptance or rejection. If there is doubt as to whether a prospective student meets the course prerequisites, the nominating office is advised to submit a request for waiver. Each waiver request is judged on its own merits.

STUDENT FUNDING: The DISAM fund citation is used for the sole purpose of TDY at Wright-Patterson Air Force Base (WPAFB) to attend this school. Training officers, orders publishing officials, and finance and accounting personnel should ensure that other items are not charged to this fund citation, such as PCS moves, other TDY enroute, and car rental. Special precautions should be taken to avoid charging the total advance authorized to the DISAM fund cite when other TDY is involved. Failure to follow these guidelines will only delay reimbursement actions and detract from effective financial management.

FUNDING OF CONUS TRAVEL: The DISAM fund cite is used for:

a. Travel to DISAM from a CONUS activity and return to the CONUS home station.

b. Travel from the last CONUS duty station to DISAM while enroute to a new PCS duty station and travel from DISAM directly to a new CONUS PCS duty station. However, the expense of any TDY incident to the PCS either before or following DISAM course completion must be borne by an agency other than DISAM.

c. Travel to DISAM prior to a PCS move. Funds may be used to travel to DISAM and return to the assigned CONUS unit prior to PCS.

FUNDING OF OVERSEAS TRAVEL: If training is performed as an adjunct to travel in support of DoD programs, then overseas travel should be funded by the applicable DoD appropriation. If training is performed as an adjunct to travel in support of a Foreign Military Sales (FMS) case, then overseas travel should be funded by applicable FMS case funds.

If the sole purpose of travel is to attend a DISAM course, then overseas travel shall be funded by sending DoD component or major command of assignment that will allot for actual FMS administrative expenses.

SPECIAL AUTHORIZATIONS: Special authorizations are not permitted under DISAM funds at any time for any student, i.e., mileage in and around the TDY area, rental car, taxis, etc. It is DISAM policy to authorize travel for personal convenience (TPC) which limits mileage reimbursement and per diem to the constructive cost of common carrier and related per diem as determined in the JTR. Travel time is limited as indicated in the JTR.

COURSE SCHEDULE AND ALLOCATIONS: DISAM publishes its annual resident course schedule and issues allocations to the appropriate Military Department education or training officer during the months of May/June for the subsequent fiscal year (FY). Annual course allocations are made to the following commands and agencies, and request for attendance should be processed through these activities:

OASD:	Chief Training & Career Development Office Rm. 3B347 The Pentagon Washington, D.C. 20301-1155
U.S. Army:	Director HQ, USAMC ATTN: AMCPE-AE 5001 Eisenhower Ave. Alexandria, VA 22333-0001
U.S. Navy:	NETSAFA N212 Pensacola, FL 32508-5100
U.S. Marines:	NETSAFA N212 Pensacola, FL 32508-5100

U.S. Air Force:	For SAM-C, O, E, CO, CF, CM Courses Air Force Military Personnel Center ATTN: DPMR552 Randolph AFB, TX 78150-5001
	For SAM-TO, TM Foreign Military Training Affairs Group ATTN: FAS Randolph AFB, TX 78150-5001
Defense Logistics Agency:	DLA Civilian Personnel Service Support Office (DCPSO) ATTN: DMET Coordinator P.O. Box 3990 Columbus, OH 43216-5000

Course allocations to other U.S. Government Agencies and other DoD activities are handled individually by DISAM. Such agencies should address requests for course information, requirements, and allocation to DISAM/DAS, Wright-Patterson AFB, OH 45433-5000, AUTOVON 785-4144, commercial (513) 255-4144.

GEOGRAPHICAL LOCATION AND CLIMATE: DISAM is located in Building 125, Area B, Wright-Patterson Air Force Base, on Highway 444 adjacent to Fairborn, OH, and just east of the city limits of Dayton, OH.

Normally, precipitation averages about 37 inches per year and is evenly distributed throughout the year. High relative humidity prevails much of the time. On the average there are about 129 days per year with measurable precipitation. The seasonal snowfall average is 19 inches. Average monthly temperatures range from 30 degrees in January to 75 degrees in July. The extreme temperatures recorded in Dayton are 106 degrees in July and 19 degrees in February.

QUARTERS AND MESSING FACILITIES: VOQ/VAQ facilities are available to all students at a charge of $6.50 per day for VOQ and $6.00 per day for VAQ. The VOQ office is located in Building 825, Area A, and the VAQ office is located in Building 1217, Kittyhawk Center, Wright-Patterson AFB. Students of SAM-O and SAM-E are encouraged to bring their spouses since some blocks of instruction, particularly in SAM-O, have information of value to spouses accompanying sponsors to overseas locations. Decisions to bring spouses, however, must be personal ones since the Institute cannot authorize funding for spouse TDY. Wright-Patterson AFB transient billeting facilities for accompanied students are limited. No VOQ space is available for families with children. Students must make their own arrangements, including transportation, if they elect to

live off base. They will not be provided statements of nonavailability for quarters when quarters for students are available. There is no government messing facility as defined in the JTRs, but adequate messing facilities are available on base. The Officers' and NCOs' Open Mess offer complete meal services 7 day a week. Breakfast and lunch are also available weekdays at the Wright-On-Inn Snack Bar located in Bldg. 125, Area B. A flight line snack bar is located in Building 206, Area C, and is open 7 days a week, 24 hours a day. A cafeteria is also located adjacent to DISAM where breakfast and lunch can be procured each weekday.

Members of an Officers' Open Mess receive reciprocal privileges at the Wright-Patterson Officers' Open Mess. Temporary memberships are available to other personnel for $4.50 per week. Personnel who are not members of an Open Mess may purchase meals only at the Mess Dining facility upon presentation of a copy of orders endorsed by the VOQ. Use of the package store is restricted by Federal law to active duty and retired military officer personnel.

WELFARE AND RECREATIONAL FACILITIES: Welfare and recreational facilities cover a wide variety of activities typical of a large military installation. Adequate hospital, dispensary, and clinical facilities are available at WPAFB for both military and civilian students. Chaplain activities provide for the religious needs of all faiths. Other welfare activities include American Red Cross, the Air Force Aid Society, and Family Services. For the sportsman, golf, bowling, tennis, racquetball, swimming, a gymnasium, and limited hunting and fishing are available.

AIRPORT TRANSPORTATION: Commercial taxis and a limousine service are available from Dayton International Airport to Wright-Patterson AFB. Students should consult the ground transportation counter located in the airport baggage claim area.

GROUND TRANSPORTATION: Bus service is provided daily between the VOQ/VAQ and DISAM. Off-base transportation is limited. Due to limited base parking facilities, students driving POVs should park their cars behind the VOQ/VAQ. For students not having an approved Government decal, temporary vehicle passes can be obtained the first day of class in the registrar's office.

LIBRARY FACILITIES: Library facilities are located within DISAM for the students' needs. The library contains an extensive collection of materials, textbooks, periodicals (foreign and domestic), and publications on all aspects of security assistance. A collection of classified documents is maintained for use by students and faculty members in support of instructional requirements and classroom activities. The library also provides reference, bibliographic, interlibrary loan, and other related services for faculty and students.

SERVICE UNIQUE ADMINISTRATION: DISAM is not staffed to handle service-unique administration. Students must ensure that all administrative procedures (i.e., leave orders, passports and visas, shipment of automobile and household goods, port call, physical and altitude chamber requirements, dependent identification cards, etc.) are completed and in order prior to arrival at DISAM.

GRADING POLICIES: Examinations are given during most courses. A student must attend and complete 90 percent of the course work as a minimum to satisfactorily complete the course.

REGISTRATION AND GRADUATION PROCEDURES: Students are given a formal orientation on the opening day of class. DISAM students report directly to the second floor of Building 125, Area B, DISAM wing, at 0800 on the first day of class. Students will normally graduate during the afternoon of the final day of their course and plans for departure should be made accordingly. This information will be provided by the class manager.

EARLY DEPARTURES: DISAM does not have the authority to release students earlier than the scheduled graduation date. Except in cases of emergency leave, early departure approval must be obtained from the student's unit of assignment. Students will not be released early for personal reasons.

TDY CIVILIAN PERSONAL EXCHANGE FACILITIES: Civilian personnel who reside in the VOQ and who have their orders stamped are authorized to use the Base Theater and purchase certain items of necessity at the Base Exchange. A list of items which can be purchased is posted on the bulletin board in the DISAM Student Operations Area.

SECTION D

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT

COURSE DESCRIPTIONS

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-CONUS
SAM-C (JT)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 10 Class Days

PURPOSE: The CONUS Course will provide midlevel security assistance management education to U.S. military and civilian personnel serving within the DoD community in functional areas which support U.S. security assistance programs. The course is designed for personnel whose primary duty is security assistance/ FMS management. The general course objective is to give students a comprehensive understanding of the entire security assistance management process, thereby enabling them to understand how their particular duty functions interact with and relate to all other functions of security assistance management. The emphasis is on planning and programming of the process from acquisition through follow-on support to case close-out.

SCOPE: The curriculum provides a thorough coverage of the interactions and interrelationships of security assistance management from the highest levels of U.S. Government policy making, review, and approval, through various channels of program planning, contracting, financing, pricing, billing, acquisition, transportation, follow-on support, training, and management documentation. Specific instructional areas encompass such topics as foreign policy considerations supporting the U.S. security assistance program; Presidential policies and Congressional review requirements; DoD and State program review and implementation channels; legal requirements, contractual instruments, and organizational responsibilities; and the variety of detailed and complex financial and logistical procedures required to program, budget, implement, execute, and close MAP, IMET, FMS, and other security assistance program activities.

PREREQUISITES: Nominees should be military personnel E-7 through O-6 and DoD civilians GS-5 to GS-14 assigned to, or selected for, CONUS positions in security assistance management or in related positions in financial management, international logistics, operations, or training. Personnel in similar positions in other Federal Agencies may attend.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT - CONUS ORIENTATION
SAM-CO
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: To provide midlevel management personnel a comprehensive survey of major security assistance management considerations. The SAM-CO course is designed for personnel who spend only a minority of their time on security assistance/FMS management and, thus, do not need to attend the 15-day CONUS (SAM-C) course.

SCOPE: The curriculum provides a structural blend of critical material from the CONUS and overseas courses. The students are furnished a comprehensive survey of major security assistance management considerations. The topical areas covered include the following: Foreign policy considerations and executive branch policy determinations associated with security assistance, legal considerations and the complex security assistance review and approval process, program planning and budgeting requirements, financial support, and transportation management. The course structure affords the opportunity for the students to examine the most current changes in the policies and procedures governing security assistance administration. The course examines recent amendments to security assistance legislation, regulations, and procedural documents, and it provides a thorough examination of current interdepartmental organizational relationships and their impact on security assistance management.

PREREQUISITES: The course is intended for personnel with ranks of lieutenant colonel and below and civilian grades of GS-14 and below who now occupy (or have been selected to occupy) midlevel management positions in program offices, or functional offices, support program offices, or high echelon offices supervising security assistance management within the DoD. Persons in similar positions in other Federal Agencies, such as the Department of State, may also attend.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-EXECUTIVE SAM-E (JT)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: To provide a brief survey and overview of security assistance for those individuals in positions where staffing allows for sufficient middle management personnel to perform the detailed technical and administrative functions of the program.

SCOPE: The curriculum is a structured blend of critical subject matter selected from the CONUS and Overseas courses. The student is provided with a survey of top level security assistance management considerations through familiarization of functional area interactions of the programs; detailed examination of the review and approval process; planning, programming, and budgeting; financial management and billing; pricing; contractual instrumentalities; follow-on support and transportation management. The course structure affords an opportunity to examine the most recent changes in the policies governing security assistance administration and management; the amendments to the legislation, regulations, and procedural documents; and the current intradepartmental organizational relationships and their impact on security assistance management.

PREREQUISITES: Military personnel, 0-6 and above, and civilian personnel, GS-15 and above, programmed for or assigned to, security assistance activities or functional positions in international logistics, financial management, and training activities.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-FINANCIAL MANAGEMENT (SAM-CF)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: This Financial Management Course will provide personnel who are directly involved or concerned with FMS pricing, funds management, billing and reconciliation with a comprehensive understanding and application of the policies, procedures, methods, systems, and sequential actions necessary for the effective financial management of FMS cases.

SCOPE: The course encompasses a broad variety of topics, including the Arms Export Control Act and other statutory requirements; implementing DoD directives and manuals, such as DoD 7290.3-M, FMS Financial Management Manual, FMS pricing of materiel and services; flow and accounting of funds, the trust fund, obligational and expenditure authority; payment schedules; performance reporting and reimbursement including the FMS Detail Billing Report (DD-COMP(M)1517), FMS Billing Statement (DD Form 645, Foreign Military Sales Transactions), Security Assistance Accounting Center (SAAC) Feedback reports, reconciliation and case closure. The course is interspersed with studies of the organizations and functions concerned, including the Military Departments and SAAC, and their relationship and involvement with one another. The course is conducted on a lecture, conference, and workshop basis, with an emphasis on direct student participation and involvement through group and individual exercises. The exercises and illustrative case examples are based upon practical, everyday experiences, thus demonstrating actual circumstances which have confronted practitioners of FMS financial management. Workshops are liberally interspersed throughout the course, thereby permitting the student maximum opportunity to apply the techniques and principles examined in the lectures and conferences.

PREREQUISITES: Nominees should be DoD personnel assigned to positions in security assistance management, such as Case Managers, Comptrollers, Budget, Accounting, and Financial Specialists, and Price and Cost Analysts from such organizations as OSD Comptroller-Finance Offices, FMS Case Implementing Agencies, the Defense Security Assistance Agency, the Security Assistance Accounting Center, Military Department Financial Centers, and DLA. Previous attendance of the DISAM CONUS Course (SAM-C) or extensive security assistance experience (including a comprehensive knowledge of security assistance/FMS processes and terminology) is required for the student to keep pace with the highly technical, accelerated nature of the SAM-CF course.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-FOREIGN TRAINING OFFICER
SAM-TO (JT)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: This course is designed to meet the needs of U.S. Foreign Training Officers (FTOs) and administrative personnel at the installation level.

SCOPE: The curriculum provides an overview of security assistance management and develops the policies and procedures required by the FTO to administer to foreign students and conduct the DoD Informational Program. The lesson coverage includes an overview of security assistance, cross-cultural communications, legal status of foreign trainees, invitational travel orders and amendments, the policies, purpose and conduct of the DoD Informational Program, and instruction on Service-unique administrative procedures.

PREREQUISITES: Military and civilian personnel who now occupy, or have been selected to occupy, positions as FTOs at an installation and who are involved in the conduct of the DoD Informational Program.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-OVERSEAS
SAM-O (JT)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 15 Class Days

PURPOSE: This course is designed to provide personnel assigned to Security Assistance Offices (SAOs) or equivalent activities with a functional knowledge of the policies and procedures of their duties. The course furnishes an academic orientation and examination of host country environment with specific emphasis on the details of daily SAO task performance.

SCOPE: The course provides personnel assigned to, or about to be assigned to, SAOs or equivalent activities a functional knowledge of the policies and procedures of their overseas duties. The curriculum introduces the student to security assistance management as an element of U.S. foreign policy and develops the

rationale supporting various aspects of the program, including the roles and responsibilities of intragovernmental activities. The lesson coverage includes a review of the influence of national policy on security assistance, roles and the missions of the Departments of State and Defense, Unified Commands, and the Military Departments. Additional topics are studies of the military departmental implementing organizations; financial management planning, pricing and billing; price and availability/programming and budgeting; letters of offer and acceptance processing; co-production; offset agreements; interaction with industry; procurement and contracting procedures; follow-on support; transportation; and reports analysis and utilization in management. Other studies include cross-cultural communications, personal protection overseas, SAO operations, overseas legal status, training management responsibilities, and regional studies. A significant element of this course is the use of a workshop/exercise integrating the various elements of the security assistance process. All students attend a 12-day core program, followed by 3-day functional tracks (training program management, material management, or a dual training/material management track).

PREREQUISITES: The course is intended for DoD personnel who now occupy, or have been selected to occupy, security assistance management positions as overseas DoD representatives in Security Assistance Organizations, Defense Attache Offices, or Unified/Component Commands, and for Department of State Foreign Service personnel performing security assistance management functions.

NOTE: This course is designed for personnel programmed for overseas positions and is not recommended for personnel assigned to CONUS activities. However, attendance at this course may be permitted for selected CONUS personnel whose functions principally interface with overseas SAO activities rather than CONUS activities.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-
PROGRAM/CASE MANAGEMENT
(SAM-CM)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: The Program/Case Management Course will provide personnel who are directly involved in, or concerned with, the approval, negotiation, coordination, and management of major end item FMS programs and cases with a comprehensive understanding and application of the policies, procedures, methods, systems, and sequential actions necessary for the effective management of FMS programs and cases.

SCOPE: The course encompasses pertinent applications of the Arms Export Control Act and other statutory requirements; implementing DoD and Service directives and instructions, such as DoD 5105.38-M (SAMM), FMS policy, program requirements and management actions; and available automated information systems. The course emphasizes the organizational relationships between the primary program manager in each Military Department and the supporting Service commands, as well as those between the primary program manager and other DoD, State Department, and customer offices. Exercises and illustrative case examples, based upon practical, everyday experiences, demonstrate actual circumstances confronting practitioners involved in Program/Case Management and permit the student maximum opportunity to apply pertinent techniques and principles.

PREREQUISITES: Nominees should be DoD personnel assigned to positions in security assistance management, such as Country Program Managers at the Military Department level, Defense Security Assistance Agency (DSAA), and OASD/Installation Supply Agency (ISA) regional offices, and Materiel and Systems Command; Army, Navy, and Air Force Project, Product, System and Program Managers; ILCO personnel; and supporting command FMS coordinating staff officers. Previous attendance of the DISAM CONUS Course (SAM-C) or extensive security assistance experience (including a comprehensive knowledge of security assistance/foreign military sales processes and terminology) is required for the student to keep pace with the highly technical, accelerated nature of the SAM-CM course. Attendance at SAM-CM should not occur until at least 1 year after completion of SAM-C.

SECURITY CLEARANCE: None.

Course Title: DEFENSE SECURITY ASSISTANCE MANAGEMENT-TRAINING MANAGEMENT (CONUS)
SAM-TM (JT)
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: The course is designed to meet the needs of CONUS personnel responsible for managing security assistance training programs. The course objectives are to provide the tools required to plan, program, implement, execute, and evaluate FMS and International Military Education and Training (IMET) programs for international trainees.

SCOPE: The course provides a comprehensive coverage of policy, procedures, functional relationships and their application for the CONUS management of Security Assistance (SA) training. The curriculum provides an overview of SA programs and then explores, in detail, the policy and procedures required to manage SA training programs at the Military Department and major command level. The focus is on the day-to-day functions of programming; availability determination; scheduling; procedures to implement training; reports and records to include ADP products; and financial management to include pricing, billing, and flow of funds.

PREREQUISITES: DoD personnel assigned to positions in SA training management, such as training Country/Case Program Managers at DSAA, Military Department/Service headquarters level, and separate training-dedicated agencies. Among these agencies are the Army Security Assistance Training Field Activity (SATFA), Chief of Naval Education and Training (CNET) N-6, and Foreign Military Training Affairs Group (FMTAG).

SECURITY CLEARANCE: None.

Course Title: SECURITY ASSISTANCE MANAGEMENT COURSE-FOREIGN PURCHASER
(SAM-F)
MASL IIN D178088
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 10 Class Days

PURPOSE: This course is designed for middle level security assistance managers representing foreign purchaser/recipient

countries, and foreign national employees of U.S. security assistance organizations (SAOs, Military Assistance Advisory Groups (MAAGs), Military Groups (MILGPs), Office of Defense Corporation (ODCs), etc.). It provides students an opportunity to study U.S. policies, procedures, and rules governing the security assistance program. The course is tailored to present the significant aspects of the FMS program and the management concerns of purchaser/recipient countries. General course objectives are threefold: (1) To increase student understanding of the overall U.S. security assistance program; (2) To improve student knowledge of the responsibilities of individual security assistance managers; and (3) To enhance communications between purchaser/recipient country security assistance agencies and U.S. supporting agencies, thereby upgrading the overall efficiency of security assistance management.

SCOPE: The curriculum provides a thorough coverage of the interactions and interrelationships of security assistance management from the highest levels of U.S. Government policy making, review and approval, through various channels of program planning, contracting, financing, pricing, billing, acquisition, transportation, follow-on support, training, and management documentation. Specific instructional areas encompass such topics as foreign policy considerations supporting the U.S. security assistance program; Presidential policies and Congressional review requirements; DoD and State program review and implementation channels; legal requirements, contractual instruments, and organizational responsibilities; and the variety of detailed and complex financial and logistical procedures used in MAP, IMET, and FMS.

PREREQUISITES: No specific rank prerequisites are established. Middle level managers who now occupy, or have been selected to occupy, security assistance positions in foreign purchaser/recipient countries are candidates for the course and should be nominated by their government for attendance. Key foreign national employees of security assistance organizations (MAAGs, MILGPs, ODC, SAOs, etc.) should be nominated by the chief of the organization. An English Comprehensive Level (ECL) of 80 or above is required.

SECURITY CLEARANCE: None.

Course Title: SECURITY ASSISTANCE MANAGEMENT COURSE-
FOREIGN PURCHASER EXECUTIVE
(SAM-FE)
MASL INN D178099
Location: DISAM, Wright-Patterson AFB, OH 45433-5000
Length: 5 Class Days

PURPOSE: This course is designed to meet the needs of executive level managers representing foreign purchaser/recipient countries where staffing provides sufficient middle level management personnel to perform the technical and administrative details associated with the security assistance program. The course provides foreign executives an opportunity to study and review current U.S. laws and policies, with emphasis on the FMS Program. The course also furnishes an introduction to DISAM programs, facilities, and faculty as resources for the senior level foreign security assistance manager.

SCOPE: The curriculum is essentially a condensed version of the Foreign Purchaser (SAM-F) course. The student is provided a survey of top level security assistance management considerations highlighting the management concerns of purchaser/recipient countries. Topics covered include security assistance legislation; executive branch policy; U.S. Governmental organization for security assistance; FMS pricing, financing, and billing policies; FMS planning and types of cases; contractual aspects of security assistance, including amendments and notices; logistics and the management of security assistance funded foreign student training. The course also affords an opportunity to examine recent changes in security assistance legislation, policies, and management.

PREREQUISITES: Military personnel in the equivalent U.S. rank of colonel/navy captain and above, and civilians of comparable grades are eligible. Requests for waiver of grade (lieutenant colonel/commander only) criteria will be individually considered. Such requests should be addressed to FMTAG/OLA, Washington D.C. 20330. Executive level managers who occupy, or have been selected to occupy, senior security assistance management positions should be nominated by their governments for attendance. An ECL of 80 or above is required.

SECURITY CLEARANCE: None.

SECTION E

DEFENSE INTELLIGENCE COLLEGE
DEFENSE INTELLIGENCE ANALYSIS CENTER (DIAC)
Washington, D.C. 20340-5485
SPONSOR No. 2086

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION: The Defense Intelligence College is located in the Defense Intelligence Analysis Center, Bolling AFB, Washington, D.C.

TRANSPORTATION: Government and commercial transportation are available on Bolling Air Force Base. Personnel billeting on Bolling Air Force Base may take advantage of base shuttle buses which provide service throughout the duty day. Shuttle buses also provide service to the Pentagon and Washington Navy Yard. Commercial bus service is available to Bolling Air Force Base; however, connections can be difficult to make. Students with automobiles are encouraged to car pool as parking at the DIAC is very limited.

QUARTERS: All TDY students should contact the Billeting Office upon arrival in the Washington, D.C., area to inquire if Government quarters are available. If available, Government quarters at Bolling Air Force Base will be used by military and DoD civilian personnel attending training in a TDY status. Reservations may be made by calling the following numbers: VOQ (including civilians GS-7 or above) (202) 767-5771/5878 (AUTOVON 297); VEQ (202) 767-6400 (AUTOVON 297). Due to extremely limited availability, reservations need to be made as early as possible. Quarters are also available at Andrews Air Force Base, (202) 981-2606 (AUTOVON 858) and Fort Myer, (202) 699-9603 (AUTOVON 222). Adequate commercial lodging is available in the District of Columbia, Maryland, and Northern Virginia within 5 to 10 miles from the college. Letters of nonavailability are issued by the Billeting Office.

MESSING FACILITIES: A base dining hall is available to enlisted personnel. Both officer and NCO messes are available as well as a Base Exchange Cafeteria and Snack Bar. The DIAC cafeteria serves breakfast, continental breakfast, and lunch on weekdays, excluding holidays.

REPORTING AND REGISTRATION: Students should report to the Registrar, Defense Intelligence College, at 0720 on the first day of classes; early reporting is not authorized. Registration is held at 0720 in the DIAC lobby.

CLASS HOURS: Classes are from 0800 to 1600 daily, Monday through Friday.

QUOTAS: Quotas are allocated to the Military Services, unified and specified commands, and other Government Agencies during March of the preceding fiscal year. Requests for quotas must be made through training and personnel channels to service, command, and agency representatives.

NOMINATION PROCEDURES: Send the name, grade, SSN, organization, telephone numbers (including AUTOVON), and mailing address for each student nominee to the Admissions Officer, Defense Intelligence College, no later than 30 calendar days before class start date (90 calendar days for the Postgraduate Intelligence Program and Senior Enlisted Intelligence Program). Student security clearances must arrive at least 10 days prior to class start date. Collateral clearances may be sent by letter to the Security Officer, Defense Intelligence College, Washington, DC 20301-6111; or by message to Defense Intelligence Agency (DIA) WASHINGTON DC//DIC-1D//. For courses requiring students to have access to TS/SI/TK information, clearances must be sent via SSO channels to DIA WASHINGTON DC//OS-4// (for DIC-1D). If nominees are not currently indoctrinated for SCI access, the Service or Agency must furnish the DIA SSO with authority to indoctrinate.

SECTION E

DEFENSE INTELLIGENCE COLLEGE

COURSE DESCRIPTIONS

Course Title: BASIC DIAOLS/COINS COURSE
DCB (SS300)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 1 Week

PURPOSE: This course is designed to provide the student with the concepts and capabilities of the Defense Intelligence Agency On-Line System/Community On-Line Intelligence System (DIAOLS/COINS). In addition, the student will be able to perform basic retrieval and output procedures.

SCOPE: The course provides an introduction to DIAOLS and COINS concepts, procedures, and capabilities with primary emphasis on DIAOLS retrieval formats; agencies contributing to the DIAOLS/COINS network; an introduction to files; retrieval actions; and output actions.

PREREQUISITES: Enrollee should have a current job-related requirement to use the DIAOLS/COINS system and less than 1 year of experience in using these systems.

SECURITY CLEARANCE: TS/SI/TK.

Course Title: DIAOLS/COINS OVERVIEW
DCO (SS200)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Days

PURPOSE: This course is designed to provide the student with the basic capabilities of the DIAOLS/COINS system and advantages of using this system.

SCOPE: The course is an abbreviated introduction to DIAOLS and COINS concepts, procedures, and capabilities with emphasis on the manager's responsibilities and concerns. This includes the variety of files available; retrieval actions and output actions in both DIAOLS and COINS; and managerial problem areas.

PREREQUISITES: Students should be persons who require an introduction to DIAOLS/COINS capabilities, but not a hands-on working knowledge of the system.

SECURITY CLEARANCE: TS/SI/TK.

Course Title: INTELLIGENCE ANALYST COURSE
IAC (SO300)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 4 Weeks

PURPOSE: This course is designed to provide the student with the role of the analyst; fundamental intelligence research and analysis techniques; how to prepare an estimate; the purpose and management of intelligence collection requirements; and the purpose and use of other pertinent intelligence documents and reports.

SCOPE: The course covers the role of the analyst in the intelligence community and the intelligence process, with emphasis on the analytical environment, the components of strategic intelligence, and intelligence information collection, production, and dissemination skills.

PREREQUISITES: This course is designed for personnel entering Intelligence Analyst positions who have little or no previous experience in intelligence activities at the joint, combined, or national levels.

SECURITY CLEARANCE: SECRET.

Course Title: INTELLIGENCE COLLECTION MANAGEMENT CURRICULUM
ICMC (SM305)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 4 Weeks

PURPOSE: This course will enable the student to comprehend the nature of intelligence collection as an essential element within the intelligence cycle.

SCOPE: The course focuses on the organizational structure, resources, and goals of that portion of the intelligence community involved in defining the intelligence collection posture of the United States. The course includes an examination of the processes by which the needs of the traditional consumers of intelligence are translated into intelligence collection requirements, collection and exploitation strategies, and eventually collection resource decisions.

PREREQUISITES: This course is intended for personnel entering or assigned to intelligence collection management activities who have little or no previous experience at the joint, combined, or national level. Grade requirements are: E-6/9; W01-4; O-1/4; GS-6/13.

SECURITY CLEARANCE: Students must process a FINAL TOP SECRET security clearance with access to SI/Security Assistance Office (SAO) certified.

Course Title: INTELLIGENCE INDICATIONS AND WARNING COURSE
I&W (SO380)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Weeks

PURPOSE: This course is designed to provide the student with the fundamentals of the indications and warning (I&W) mission and related functions performed within DoD and at the national level.

SCOPE: The course covers the DoD Indications System structure; mission, responsibilities, and operations of warning centers; derivation and use of indicators; sensor systems; deception; warning analysis; present and future warning analysis aids.

PREREQUISITES: Watch officers, NCOs, and watch analysts who are directly responsible for performing functions at any warning center within the DoD Indications System or non-DoD counterparts will be given priority for admission. On a space-available basis, staff officers in I&W-related activities are also eligible. Commands are requested to indicate on quota requests the actual billet the nominee currently holds or is programmed to fill. Desirable training for journeyman-level professionals in the civilian General Intelligence Career Development Program (DoD-Wide) Civilian Career for General Intelligence Personnel (FM&P) DoD 1430.10-M-3, change 1.

SECURITY CLEARANCE: TS/SI/TK.

Course Title: INTELLIGENCE INDICATIONS AND WARNING SHORT COURSE
I&WSC (SR381)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Weekends, Plus a Friday

PURPOSE: This course will enable the student to know the worldwide I&W organization; its mission, resources, requirements, and procedures.

SCOPE: The course covers the DoD indications system structure, mission, and responsibilities; collection resources; sensor systems; and warning analysis challenges and aids.

PREREQUISITES: This course is intended for reserve officers with I&W mobilization billets, active duty staff officers in I&W-related activities, and other personnel who support the I&W activities. NOTE: This course is not a substitute for the 2-week I&W course for personnel assigned to or reporting to an I&W billet.

SECURITY CLEARANCE: TS/SI/TK.

Course Title: JOINT INTELLIGENCE COURSE
JIC (SM300)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Weeks

PURPOSE: This course will enable the student to know the purpose, major functions, and organization of joint and combined intelligence activities, and their application to worldwide challenges posed to U.S. national security interests.

SCOPE: The course will cover the intelligence process; fundamentals of strategic intelligence; introduction to ADP systems; national foreign intelligence community and U.S. national security structure; and the appraisal of the worldwide challenges posed to U.S. national security interests.

PREREQUISITES: This course is mandatory for entry-level general intelligence personnel.

NOTE: This is also one of the intensive courses in the Combined Strategic Intelligence Program (CSITP).

SECURITY CLEARANCE: SECRET.

Course Title: MASTER OF SCIENCE OF STRATEGIC INTELLIGENCE (MSSI)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Phases

PURPOSE: This course will enable the student to strengthen intelligence as a career profession. Today's international environment requires highly qualified and educated professional intelligence careerists at the national level of Government. The MSSI program at the Defense Intelligence College allows military and civilian intelligence specialists to engage in advanced study and research in their career field.

SCOPE: The MSSI program is a two-phase program. The first phase consists of 16 classes which corresponds, for the most part, to the Postgraduate Intelligence Program (PGIP). During phase two, each MSSI candidate must complete an acceptable thesis.

Full-time resident students have 38 weeks to complete the Phase I course requirements of the MSSI program. Phase II consists of a 3-month extension of time in residence at the college, at the discretion of the candidate's Military Service or Agency, to complete the thesis. Candidates unable to receive the 3-month residency extension will be granted 12-month extensions to complete their thesis at their next duty assignments.

Part-time students have a total of 5 years from the date of first enrollment to complete both phases of the MSSI degree.

PREREQUISITES: To be eligible for the MSSI program, students must:

a. Be professional civilians or military officers designated as intelligence specialists or subspecialists in grades GS-11 through GS-13 or 0-3 through 0-5. Personnel of higher or lower rank must receive special permission to enroll.

b. Be nominated by their parent organization.

c. Have an earned baccalaureate degree from an accredited institution.

d. Meet one of the following:

(1) Have a minimum of a "B" overall undergraduate average;

(2) Have a graduate degree from an accredited institution;

(3) Have a combined verbal/quantitative score of 1100 on the Graduate Record Examination (GRE) with a minimum of 550 verbal;

(4) Have a score of 60 on the Miller Analogies Test (MAT).

e. Submit all official college transcripts and/or GRE/MAT scores to the Admissions Office prior to matriculation.

SECURITY CLEARANCE: SECRET.

Course Title: NATIONAL SENIOR INTELLIGENCE PROGRAM (NSIP)
Location: Defense Intelligence School, Washington, D.C. 20301-6111
Length: 12 Weeks

PURPOSE: This course is designed to provide the student with current issues, trends, and developments affecting national-level intelligence; and to be able to describe forces influencing intelligence policies.

SCOPE: The NSIP includes course work in the national intelligence structure, intelligence resource management, intelligence collection, intelligence analysis, intelligence production, assessment or major world regions, and perspectives of senior intelligence officers toward issues and problems in these areas. This program is designed to prepare selected military officers and key DoD civilian personnel for command, staff, or policy-making positions in the national and international security structure.

PREREQUISITES: The NSIP is mandatory training for selected key senior-level professionals in the Civilian General Intelligence Career Development Program (DoD 1430.10-M). Senior military officers in grade 0-5 and above and civilian employees in grades GS-13 and above who have had broad training and experience in the intelligence field are eligible to attend.

SECURITY CLEARANCE: Students must possess a FINAL TOP SECRET security clearance with access to SI/SAO certified.

Course Title: NATIONAL SENIOR USERS EXECUTIVE COURSE NSUEC (SM632)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 1 Week

PURPOSE: This course will enable the student to comprehend the operating characteristics of all intelligence collection systems and understand their capability to satisfy DoD and theatre collection requirements.

SCOPE: The course provides detailed knowledge of the characteristics of national and tactical sensor systems, their application to intelligence support to DoD operations, and the mechanisms which task and operate the systems. Emphasis is placed on the management of national level collection and dissemination of intelligence information to all echelons.

PREREQUISITES: Grade requirements are: O-5; GS-14.

SECURITY CLEARANCE: TS/SI/TK.

Course Title: POSTGRADUATE INTELLIGENCE PROGRAM
PGIP
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 39 Weeks

PURPOSE: This course is designed to prepare students for mid-career assignments in the planning, direction, collection, production, and dissemination of defense intelligence at the national and international level.

SCOPE: The PGIP includes courses on U.S. national security structure; the national foreign intelligence community; collection, production, and dissemination phases of the intelligence cycle; fundamentals of intelligence indications and warning; aspects of international terrorism; assessment of key world areas; management of intelligence resources; basic elements of statistical analysis and probability theory; and introduction to intelligence ADP systems (concentrations in Soviet studies and the National Foreign Intelligence Community and a certificate in Indications & Warning area offered to students enrolled in the PGIP).

The program consists of ten required core courses and at least six electives. Students may receive up to nine graduate credit hours through transfer credit and up to nine graduate credit hours through credit by examination.

PREREQUISITES: The PGIP is desirable training for journeyman-level professionals in the Civilian General Intelligence Career Development Program (DoD 1430.10-M-3).

Students must:

a. Be designated intelligence specialists or subspecialists with a minimum of 2 years of intelligence experience;

b. Be military officers in grades O-3 through O-5, warrant officers in grades CW2/CW3, or professional civilian employees in grades GS-11 through GS-13. Personnel of higher or lower rank must request waivers and have them approved by DIC to enroll.

c. Possess a baccalaureate degree from an accredited institution.

While enrolled in the PGIP, students must maintain a minimum overall grade point average of 3.0 on a 4.0 scale.

Students will attend multiple classes during three consecutive academic quarters. Military students are assigned to DIA while attending classes.

SECURITY CLEARANCE: TS/SI/TK/G.

Course Title: SCIENTIFIC AND TECHNICAL INTELLIGENCE ANALYST INTRODUCTORY COURSE
STIAIC (SO350)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Weeks

PURPOSE: This course is designed to provide newly assigned Scientific and Technical (S&T) intelligence analysts with a knowledge and understanding of the S&T Intelligence Community, the elements comprising the intelligence cycle, and the fundamentals of S&T intelligence analysis as preparation to perform their assigned analytical duties.

SCOPE: The course covers S&T intelligence organizations; missions and functions of the S&T intelligence production centers with DIA management roles; types of products, reporting techniques, and dissemination; collection methods; foreign materiel identification and exploitation; analysis process; case studies of S&T intelligence analysis; analytical practical exercises; consumer/producer relationships; development of and techniques used in technological threat assessments; Soviet Union and People's Republic of China technology and weapon systems development and acquisition.

PREREQUISITES: Eligibility is limited to students who are associated with S&T intelligence analysis functions. This course is mandatory training in the civilian general Intelligence Career Development Plan (ICDP) for entry level S&T intelligence professionals (DoD 1430.10-M-3).
Grade requirements are: E-5/9; O-1/3; GS-5/9.

NOTE: Only given by Mobil Training Team (MTT). Contact MTT Coordinator at Area Code 202-373-3274.

SECURITY CLEARANCE: SECRET.

Course Title: SEMINAR ON HUMAN INTELLIGENCE (HUMINT)
SOHI (SR510)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Days (Weekends)

PURPOSE: This course is designed to provide the student with knowledge on intelligence community HUMINT; key HUMINT operations; utilization of HUMINT products; and capabilities and limitations of HUMINT.

SCOPE: The course covers HUMINT collection management, collection activities, and use of acquired information. The student will be able to describe the objectives of the various HUMINT elements, i.e., the intelligence community. The student will understand the breadth and depth of HUMINT activity. The student will also know the capabilities and limitations of HUMINT.

PREREQUISITES: This course is intended for active duty, civilians, and reserve personnel with U.S. citizenship whose present or prospective intelligence assignment requires an understanding of HUMINT, its functions, or its products.

SECURITY CLEARANCE: SECRET.

Course Title: SEMINAR ON NATIONAL INTELLIGENCE
SONI (SR505)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Days (Weekends)

PURPOSE: This course will enable the student to know the evolution and organization of the national security structure and current assessments of major geopolitical areas.

SCOPE: The course covers the national security policy formulation process, national and strategic intelligence components and process, and assessments of major geopolitical areas. Each weekend course will concentrate on different aspects of the national foreign intelligence community and on different geopolitical areas so that no 2 weekends will be exactly alike.

PREREQUISITES: This course is intended for commissioned active and reserve military officers, civilian employees and warrant or noncommissioned officers with equivalent education and experience. The course is for personnel whose present or prospective

assignments are to intelligence functions requiring an understanding of the National Foreign Intelligence Community and of major geopolitical areas.

SECURITY CLEARANCE: TOP SECRET.

Course Title: SEMINAR ON SCIENTIFIC AND TECHNICAL INTELLIGENCE
SOSTI (SR550)
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 2 Days (Weekends)

PURPOSE: This course will enable the student to know the DoD S&T intelligence community and to illustrate all source analysis through significant current S&T intelligence case studies.

SCOPE: The course covers current S&T topics; understanding S&T intelligence from the consumer's and producer's points of view; and familiarization with intelligence collection that has a high payoff in S&T intelligence analysis. Guest lectures from various S&T intelligence organizations will participate. The course concludes with a look at challenges facing the S&T intelligence profession.

PREREQUISITES: This course is open to active duty and reserve military officers and civilian employees whose present or prospective assignments require an understanding of S&T intelligence. This course is not a substitute for the 2-week resident S&T (SO350) course, which is required at the journeyman-level in the DoD S&T intelligence profession. Grade requirements are: O-3/5; GS-12/14.

SECURITY CLEARANCE: TS/SI/TK. (This course may be offered at the SECRET level to meet user demand.)

Course Title: SENIOR ENLISTED INTELLIGENCE PROGRAM
SEIP
Location: Defense Intelligence College, Washington, D.C. 20301-6111
Length: 39 Weeks

PURPOSE: This course provides senior noncommissioned officers with a program of advanced study in national intelligence organizations; collection management; production, collection, and

dissemination of national intelligence; basic intelligence analysis; and regional studies.

SCOPE: The SEIP is designed to provide instruction across a broad spectrum of national intelligence topics and a range of geographic area studies. The program includes two academic quarters 11 and 12 weeks each, with courses meeting each week for 3 hours; one 10-week academic quarter for specialized courses meeting for the entire day; and other short courses that are taught between academic quarters.

SEIP students may enroll in graduate electives on a space-available basis if they receive permission from their faculty advisor and a waiver from the course instructor.

PREREQUISITES: Students attend multiple classes during three consecutive academic quarters. Military students are assigned to DIA while attending classes. Grade requirements are: E-7/9. Students must be:

a. Designated as intelligence specialists/subspecialists with a minimum of 8 years of intelligence experience.

b. Possess documented college credit in their educational records; and

c. Be programmed for assignment to an intelligence billet within a Military Department, agency, or major command.

SECURITY CLEARANCE: TS/SI/TK/G.

SECTION F

DEFENSE RESOURCES MANAGEMENT EDUCATION CENTER
Naval Postgraduate School, Monterey, CA 93943-5022
Sponsor No. 2098

SCHOOL INFORMATION

GEOGRAPHICAL LOCATION AND CLIMATE: The Defense Resources Management Education Center (DRMEC) is located on the campus of the Naval Postgraduate School, Monterey, CA. The campus is located 1 mile east of downtown Monterey and is a 5-minute drive from the local airport. Monterey is located in a region of mild winters and moderately warm, dry summers. Temperatures range generally between 40 - 65 degrees.

GOVERNMENT QUARTERS AND MESSING FACILITIES: BOQ, Government messes, and snack facilities are located in the same building as the Center. These facilities are available to all participants.

WELFARE AND RECREATIONAL FACILITIES: A full range of athletic and recreational facilities are available to course participants. Available activities include swimming, tennis, golf, handball, and racquetball. Medical facilities are available at the Presidio of Monterey Clinic for active duty and retired military personnel. The Fort Ord Army Hospital provides in-patient and consultation services for both military and dependent personnel.

NAVY EXCHANGE FACILITIES: Military participants have full Navy Exchange privileges. Limited exchange facilities, barber shop, dry cleaning, and laundry facilities are available on campus to all other participants occupying the BOQ.

CLASS HOURS: Class periods are normally 45 minutes in length beginning at 0820 and ending at 1615 Monday through Friday.

LIBRARY FACILITIES: The center has access to an excellent library system which serves the research and instructional needs of the Naval Postgraduate School. It embraces an active collection of 112,000 books and 222,000 technical documents. Over 2,200 periodical works are currently received annually.

DRESS REQUIREMENTS: The normal dress for participants (military and civilian) is civilian clothes (coat and tie). Medium weight clothing is recommended.

AVAILABILITY OF PUBLIC TRANSPORTATION: The Monterey Peninsula is readily accessible by plane and auto, being situated 120 miles south of San Francisco and 320 miles north of Los Angeles. There is local bus service between Monterey, Carmel, and the Postgraduate School campus. The Monterey Peninsula Airport is served by major as well as commuting airlines. Incoming flights to Monterey are scheduled daily from San Francisco and Los Angeles. Commercial transportation (airport limousine or taxi) is available to the Postgraduate School. No Government transportation is provided for incoming participants. If you are driving a car, it must be registered in the DRMEC Administrative Office, Room 101, West Wing, Herrmann Hall, Building 222.

REPORTING: Participants arriving for a DRMEC course should report to the BOQ Office at the Quarterdeck, main entrance of Herrmann Hall, Building 220, Naval Postgraduate School where a BOQ room will be assigned. Course materials, schedules, and other information will be in your assigned room. Typically a "Welcome Aboard" reception is scheduled at 1730 the evening before the first day of the course so that students and faculty can meet.

INFORMATION: Additional information can be obtained by calling or writing to the DRMEC.

DRMEC Code 6401
Naval Postgraduate School
Monterey, CA 93943-5022
AUTOVON 878-2104, Commercial (408) 646-2104

NOMINATION PROCEDURES: Pursuant to DoD Directive 5010.35, Defense Resources Management Education Center, the Secretary of the Navy is the executive agent for this program. Blocks of quotas are distributed to other Services and to the Office of the Assistant Secretary of Defense (Administration) for redistribution through normal Service and Agency training channels. Early contact for quotas is encouraged since classes are typically over subscribed.

Contacts for quotas and other information are:

Air Force

Department of the Air Force
Headquarters Air Training Command
(ATC/TTPP)
Randolph AFB, TX 78150-5001
Autovon 487-4414/2868
Commercial (512) 652-4414/2868

Army	Commander U.S. Army Materiel Command ATTN: AMCPE-AE 5001 Eisenhower Avenue Alexandria, VA 22333-0001 Autovon 284-9845/9833, Commercial (202) 274-9845
Marine Corps	Commandant of the Marine Corps Code TPI Headquarters, U.S. Marine Corps Washington, D.C. 20380-0001 Autovon 224-2970, Commercial (202) 694-2970
Navy	Defense Resources Management Education Center, Code 6401 Naval Postgraduate School Monterey, CA 93943-5022 Autovon 878-2104, Commercial (408) 646-2104
OSD and Defense Agencies	Washington Headquarters Services Employee Career Development and Training Division The Pentagon (Room 3B-347) Washington, D.C. 20301-5000 Autovon 227-7394, Commercial (202) 697-7394

ONSITE DoD ACTIVITY COURSES: Upon written request, the DRMEC faculty will conduct a limited number of courses each year on analytical decision making and resources management for DoD activities. These courses are usually 2 weeks in length and are tailored to meet the needs of the host command. All necessary instructional materials are provided by DRMEC.

Enrollment should normally be between 24-40 students. To maximize course effectiveness, full-time attendance by students is considered essential. Normally, 7 hours of daily instruction are provided for a course length of 2 weeks. When space permits, the host commander can invite other DoD activities in close proximity to participate.

To arrange for onsite courses, the requesting activity should contact the Executive Director, DRMEC, by phone or letter.

SECTION F

DEFENSE RESOURCES MANAGEMENT EDUCATION CENTER

COURSE DESCRIPTIONS

Course Title: DEFENSE RESOURCES MANAGEMENT COURSE (DRMC) (JT)
Location: Defense Resources Management Education Center
Naval Postgraduate School, Code 6401
Monterey, CA 93943-5022
Length: 4 weeks

PURPOSE: Course provides military and civilian executives an educational opportunity to develop knowledge and understanding of the concepts, principles, processes, applications, and techniques of Defense Management Systems and Analytical Decision making.

SCOPE: Course content integrates the concepts, principles, and techniques drawn from management decision theory, economic reasoning, and quantitative analysis. Knowledge and understanding of Defense Management Systems (i.e., planning, programming, budgeting, and related activities) are also developed. Emphasis is placed on the analytical aspects of resource management, including needs, objectives, alternatives, analytical models, effectiveness, cost, and criteria analysis. Participants are not expected to become experts or technicians in the various disciplines included in the curriculum, and the course is not intended to improve specific or narrow technical skills inherent in any particular job. Rather, the course provides a broad overview of defense management systems and analytical decision concepts which are applicable broadly across most defense resource management decision problems and environments.

PREREQUISITES: Nominees must be military personnel, O-4 and above, or civilian employees, GS-11 and above, working in any functional field concerned with resource allocation and use, including the broad spectrum of operations, logistics, manpower, procurement, financial management, and related fields; and program managers, planners, engineers, evaluators, and system analysts. Persons in accelerated career-level programs are also eligible to attend. Requests for grade waivers should be submitted to the Executive Director, DRMEC. There are no education prerequisites; however, the course is conducted at a college level with a strong emphasis on quantitative analytical techniques. Therefore, previous experience with college course work and mathematics through algebra will prove helpful.

HOUSING: Due to the intensive nature of the course, all students are expected to use BOQ and mess facilities.

SECURITY CLEARANCE: None.

SECTION G

DEFENSE SYSTEMS MANAGEMENT COLLEGE
Fort Belvoir, VA
22060-5426
SPONSOR No. 2715

SCHOOL INFORMATION

GEOGRAPHIC LOCATION AND CLIMATE: The Defense Systems Management College (DSMC) is located at Fort Belvoir, VA, approximately 18 miles south of Washington, D.C. The average seasonal temperatures are as follows: Spring, 55 degrees; Summer, 77 degrees; Fall, 56 degrees; Winter, 37 degrees.

QUARTERS AND MESSING FACILITIES: On-post family housing is not available at Fort Belvoir for DSMC students. Visiting Officers Quarters are available for both military personnel and U.S. Government civilians. Accommodations in motels and apartments are also obtainable in the immediate area adjoining Fort Belvoir. Government messing facilities are not available for military personnel and DoD civilians attending DSMC courses.

WELFARE AND RECREATIONAL FACILITIES: The following welfare and recreational facilities are available at Fort Belvoir: Golf course, tennis, swimming, softball, volleyball, baseball, gymnasiums, bowling alleys, craft shops, Rod and Gun Club, theaters, chapels, PX, laundry, dry cleaning, Open Mess, commissary, barber shops, dental and hospital facilities, post nursery, libraries, auto repair, thrift shop, and marina.

LIBRARY FACILITIES: The library at DSMC contains a wide selection of books, periodicals, and reference material on acquisition management and related subjects. Fort Belvoir Post Library is also available for DSMC students. Interlibrary loan agreements exist with most libraries in the Washington metropolitan area.

REPORTING AND REGISTRATION: Specific reporting instructions are mailed to students soon after they have been selected to attend. Early reporting is not authorized.

AVAILABILITY OF PUBLIC TRANSPORTATION: The Metrobus operates between Fort Belvoir, Washington, D.C., and Alexandria, VA. The college's academic schedule, however, makes the use of commercial bus transportation impractical. There are four airports in

the Washington area. Military flights arrive at Andrews Air Force Base, MD, and Davison Army Airfield which is located at Fort Belvoir. Commercial airlines serve the two civil airports: Washington National Airport (approximately 30-minute drive) and Dulles International Airport (approximately 45-minute drive). Fort Belvoir can be reached from north and south by two main highways - Interstate 95 and U.S. Route 1. No Government transportation is provided for incoming students.

MISCELLANEOUS INFORMATION: Students will be furnished an information packet prior to arrival at DSMC. Temporary post vehicle stickers will be provided during inprocessing. Parking is available in the vicinity of DSMC.

The address for students attending courses at DSMC is:
Name
Title of Course
Defense Systems Management College
Fort Belvoir, VA 22060-5426

To reach students at DSMC call:
AUTOVON 354-2790 or 354-1977
COMMERCIAL 703-664-2790 or 703-664-1977

Graduates of selected DSMC courses may be able to obtain academic credit toward undergraduate or graduate degrees. The American Council on Education (The Center for Adult Learning Credentials) has recommended 9 semester hours of graduate-level credit for successful completion of the Program Management Course, DSMC-3. A transcript of this DSMC course will be forwarded to civilian institutions upon written request by the graduate to: Registrar, Defense Systems Management College, Fort Belvoir, VA 22060-5426.

REGIONAL OFFERINGS OF SHORT COURSES

The Defense Systems Management College currently offers courses at four regional center locations to provide needed management education in systems acquisition. Shrinking travel budgets and rising travel costs have made it increasingly difficult for the Services to send personnel to the DSMC campus. At the same time, the Services' need for acquisition management education is increasing, as personnel turnover and retention problems result in more junior and, therefore, more inexperienced personnel in program offices.

Courses are scheduled at Redstone Arsenal, Huntsville, AL; AVRADCOM, St. Louis, MO; Hanscom AFB, Boston, MA; and Space Division, Los Angeles, CA.

SECTION G

DEFENSE SYSTEMS MANAGEMENT COLLEGE

COURSE DESCRIPTIONS

ACQUISITION BASICS COURSE

Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFC, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 20 Days

PURPOSE: The course goal is to familiarize students with each of the processes, the role of the major acquisition players, terminology they use, and how they interact/integrate in order to be effective. It is designed for new entrants into the acquisition field or other individuals (such as functional managers) who need broadening in acquisition management.

SCOPE: This course provides an introduction to the systems life cycle management process, technical and business processes, and the program integration that ties them all together. The course covers four areas: the Acquisition Management, Policy and Integration area covers DoD life cycle management policy. The Technical Management area covers system engineering, software management, integrated logistics support, test and evaluation and production management. The Buriness Management area covers contract management, government funds management, contractor financial management and cost/schedule control. The final area is an integrative exercise that ties the other three areas together. Total Quality Management is taught and stressed throughout all areas.

PREREQUISITES: The course is primarily designed for acquisition professionals (future program managers, military, civilian and industry) in the first few years of their careers. It is also appropriate for functional acquisition professionals with more experience who need interdisciplinary exposure outside their functional expertise. The course is open to acquisition professionals, military, O-2 and above, civilians, GS-9 and above, and individuals in equivalent positions from the defense industry are encouraged to attend.

Course Title: ADVANCED INTERNATIONAL MANAGEMENT WORKSHOP
DSMC-33 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 5 Days

PURPOSE: This workshop is designed to reinforce and advance the principles of collective defense through armament cooperation and to present a balanced viewpoint of attendant topics.

SCOPE: This is a 1-week workshop in international negotiation and international acquisition management. The international negotiation segment will emphasize international Memoranda of Understanding and will include: Preparation for negotiations; authority to negotiate; DoD policies and experiences; and other negotiation issues. The international acquisition management segment will cover key factors for the identification, design, implementation and management of a successful program; and the role of Congress in international acquisition.

PREREQUISITES: The workshop is open to midlevel military officers of rank 0-04 and above, civilian, GS-13 and above, and industry equivalents. The workshop is targeted to those currently in, or entering positions of responsibility in international or potentially international programs. As this is an advanced workshop, attendees should have a basic understanding of U.S. defense acquisition. Prior attendance to the FSAMC, MPMC, or equivalent international experience is strongly encouraged.

SECURITY CLEARANCE: NONE.

Course Title: CONTRACT FINANCE FOR PROGRAM MANAGERS COURSE
DSMC-5 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: This is a comprehensive 1-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints and how they affect management of a defense acquisition program.

SCOPE: The course has been structured to achieve a balanced presentation of financial/costing issues which affect the day-to-day working relationship between Government and industry. The course provides participants with an overview of defense contractor financial operations and how individual elements of the process fit together. Students learn to recognize financial management issues in terms understood by the defense contractor community. This, in turn, increases the likelihood that the attendees can identify and discuss financial problems before these problems have an adverse impact on a system acquisition program's financial status. Course content includes most elements of "Finance for Non-financial Managers" with special emphasis on Government contractors. This makes it broadly applicable to both general and functional managers in all organizations with an interest in the acquisition process.

PREREQUISITES: Attendance is open to program managers, key members of their staff, and management level personnel from organizations which support the systems acquisition effort (e.g., Commodity and Systems Commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities). Attendance is limited to officers 0-3 and above and civilians GS-11 and above. Individuals in equivalent positions from the defense industry are encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: CONTRACT MANAGEMENT FOR PROGRAM MANAGERS COURSE
DSMC-29 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: This 1-week survey course is designed to provide an overall understanding of the systems acquisition contracting process.

SCOPE: The course examines all phases of the contracting process from acquisition planning through contract closeout with emphasis on those interactions that directly impact the Program Manager. It concentrates on key activities required to award and administer a Government contract. Included are such topics as Program Manager/Contracting Officer relationships, acquisition planning, contract types and methods, socioeconomic considerations, competition requirements, requests for proposal preparation, source selection, contract modifications, data rights, disputes procedures, and subcontract management, terminations and negotiations. Lecture-discussions are punctuated with short case studies to reinforce student learning.

PREREQUISITES: The course has been designed primarily for DoD personnel (technical or other non-contracting background) working in a program management office or related supporting activity. Military personnel in grades 0-2 and above and DoD civilians in grades GS-09 and above are the intended audience. Individuals with similar positions in other Federal Agencies or the defense industry are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: CONTRACTOR PERFORMANCE MEASUREMENT COURSE
DSMC-6 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: This course provides knowledge and understanding of Cost/Schedule Control Systems Criteria (C/SCSC) from a management viewpoint and examines the techniques and results of applying C/SCSC to defense system programs as a primary management tool in program management.

SCOPE: The course provides knowledge of how C/SCSC are used in measuring contract performance on a major weapon system acquisition program in DoD. It furthers student understanding of the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion. Instruction in financial reporting and baseline management helps the student to relate performance measurement data to DoD resource management. The student also receives a brief introduction to contract performance measurement on less-than-major programs through the application and contractual implementation of the C/SSR. Application of performance measurement is covered through case studies and "hands-on" exercises, and through guest speakers from industry and Government. An interservice panel involving the Military Service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsibilities.

PREREQUISITES: Attendance is open to military officers (O-1 and above) and DoD civilians (GS-9 and above) who occupy, or have been selected to occupy positions requiring knowledge or use of C/SCSC in: program offices or in functional offices; a higher echelon staff position concerned with the acquisition of defense systems; or contract administration functions. Persons in equivalent positions in the defense industry are also encouraged to attend.

SECURITY CLEARANCE: None.

NOTE: A self-paced CPMC is also available. It consists of 10 study modules, a 2-hour VHS videotape, and a computer-based instruction. For enrollment information contact: Office of the Registrar, AUTOVON 354-1078 or Commercial 703-664-1078.

Course Title: DEFENSE MANUFACTURING MANAGEMENT COURSE
DSMC-13 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 5 Days

PURPOSE: This course provides an understanding of the concepts and activities associated with the management of the production/ manufacturing function in the systems acquisition process.

SCOPE: The course details for program and functional managers, the basic principles to be followed in planning, organizing, integrating, and measuring a production/manufacturing program. It follows a system life cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are addressed from both the Government and industry viewpoints. The course addresses management issues from both the theoretical and practical standpoints. Major areas of study include quality assurance, total quality management (TQM), producibility, Numerical Control/ Computer Assisted Manufacturing (NC/CAM) systems, computer integrated manufacturing (CIM), and industrial base. Strong emphasis is placed on the integrating philosophies of process control and integrating the design process with the manufacturing process. Study objectives, assigned readings, guest lecturers, and video tape assignments guide the student in the learning process. Classroom lecture/discussions and a graded case study exercise identify and clarify management concepts and issues. The course is designed to address both strategic and operating level topics. Material is taught on the graduate level and is not intended as a tutorial for those interested in specialized, functional areas.

PREREQUISITES: The course curriculum has been designed for current and candidate DoD program and functional managers. Military persons in the ranks of O-4 and above and civilians in the grades of GS-12 and above are the intended audience. Individuals holding equivalent grades in other Federal Agencies or the defense industry are encouraged to attend. Other interested individuals may apply on a space available basis.

SECURITY CLEARANCE: NONE.

Course Title: EXECUTIVE MANAGEMENT COURSE DSMC-30
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 15 Days

PURPOSE: Topics that affect the systems acquisition environment are integrated in the design and content of this course. The course provides participants with an understanding of the perspectives and positions of current key decision-makers from the legislative and executive branches of Government, media, and the defense industry. Attention is given to current DoD policy and procedural initiatives whose implementation is having a profound effect upon the acquisition environment. This 3-week course is intended to serve senior individuals who are not graduates of the DSMC PMC but whose current or imminent assignment is within the systems acquisition community. The focus of discussion and practical work will be on fundamentals and concepts as well as current issues.

SCOPE: The course curriculum is divided into three major sections (Fundamentals and Concepts, the Systems Acquisition Management (SAM) Environment, and Current Initiatives). Systems acquisition fundamentals and concepts include the definition of the acquisition life cycle and the structure existing within OSD and the Military Services used to effect an acquisition program. Acquisition strategy development, total quality management, and principles of cost estimation and cost control are examined. Government contracting principles and practices will be discussed. Participants will be introduced to the managerial mind and engage in a management simulation called Looking Glass Incorporated which examines the roles of senior leadership in organizations to gain a better understanding of themselves and those working in their organizations. The SAM environment segment offers discussions with people sharing Congressional, defense industry, and executive branch perspectives. Representatives from DoD offices will discuss current DoD resource policy, acquisition management policy, threat development and validation, and test and evaluation programs. Individuals from the Military Services will address current acquisition management information as manifested in policies, procedures, and practices.

PREREQUISITES: Attendance is open to persons from OSD, the Military Departments, and DoD who hold, or have been selected to, the grade of 0-6 or GS/GM-15. Civilians of equivalent positions and responsibility from other Federal Agencies are admitted on a space-available basis. Participation by operating managers or directors from within the defense industry are welcome.

SECURITY CLEARANCE: NONE.

Course Title: EXECUTIVE REFRESHER COURSE IN ACQUISITION MANAGEMENT
DSMC-2 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 10 Days

PURPOSE: The course provides participants with an understanding of the perspectives and positions of current key decision-makers from the Legislative and Executive Branches of Government and the defense industry. Participants are offered the opportunity to interact directly with these same key individuals. Specific discussion is directed to recent legislative and executive actions affecting weapon systems acquisition. Special attention is given to current DoD policy and procedural initiatives whose implementation is having a profound effect upon the acquisition environment. The course is intended to serve individuals who are graduates of the DSMC PMC and/or who have significant experience in defense systems acquisition and are returning to/or continuing in assignments within that community.

SCOPE: The 2-week schedule is divided into two major sections (SAM Environment and Current Initiatives). SAM Environment offers 47 hours of discussion with a sharing of congressional, defense industry, and executive branch perspectives. Representatives from DoD offices will discuss DoD resource policy, acquisition management policy, and threat development and validation. Individuals from the Military Services will address acquisition management information as manifested in policies, procedures, and practices. Faculty members will host discussions in Government contracting and resource allocation. The Current Initiatives segment will cover topics such as competition advocacy, streamlining, and baselining. Recent classes have addressed the DoD reorganization, ethics in Government, and industrial basing issues. The management of computer software acquisition and life cycle support is added as a discussion topic. The aim of these discussions is to update participants on the latest policies, references, and lessons learned available.

PREREQUISITES: Attendance is open to persons from OSD, the Military Departments, and DoD components who hold, or have been selected to, the grade of 0-6 or who are civilians in the grades of GS/GM-15. Individuals from other Agencies of equivalent positions and responsibility are admitted on a space-available basis. Participation by vice-presidents and operating managers or directors from within the defense industry are welcome. Applicants who are non-PMC graduates must provide a biographical summary of their experience in defense systems acquisitions.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT COURSE DSMC-26 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: This course is a "quick look" at the DoD systems acquisition process. It provides the student with an overview of the basics of system acquisition program management and the developmental life cycle of a weapon system from inception to retirement.

SCOPE: The course is designed for persons who have limited or no experience in the DoD Program Management. The course will be useful to those who are assigned to headquarters staffs, program management offices, and functional or support offices. The course provides information concerning weapon systems concept exploration, development, production, and deployment. Discussions of mission area acronyms, terms, directives, procedures, documentation, and current issues are included. It is presented in a real work environment to allow a graduate to recognize aspects of the acquisition process and be conversational. The course uses examples and case studies to assist students with learning about the DoD acquisition process. Students retain reference materials. Some topics addressed include: Authority for system acquisition, DoD acquisition organizations, DoD resource allocation process, contemporary issues in acquisition strategy, and details of the phases of weapon systems development.

PREREQUISITES: Attendance is open to all military officers, Federal civilians GS-7 and above, and industry counterparts.

SECURITY CLEARANCE: None.

Course Title: INTRODUCTION TO SOFTWARE MANAGEMENT ACQUISITION COURSE
DSMC-36 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 2 Days

PURPOSE: This course addresses the basic theory and practices associated with the acquisition of Mission Critical Computer Resources. The course is intended for those students who have little or no software management experience.

SCOPE: The course introduces the fundamental concepts of computers through lectures and classroom discussions, including the various components which make up a computer system and environments. Other lectures and discussion include acquisition policy for Missions Critical Computer Resources, the software development process, software test and evaluation, software metrics and measurement techniques, post deployment software support, software acquisition planning, and management techniques, from both the government and industry point of view. The course emphasizes the use of real life examples of actual software management principles, issues, and solutions.

PREREQUISITES: This course is open to military officers and civilians in the grade of GS-9 and above who occupy, or have been selected to occupy the position of program or acquisition manager, subordinates to a program manager; positions where incumbents are responsible for key decisions affecting a program office; or staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are encouraged to attend.

Course Title: MANAGEMENT OF ACQUISITION LOGISTICS COURSE
DSMC-24 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: The course provides midlevel managers involved in the defense systems acquisition process with: (1) An understanding of the importance and proper role of logistics and logistics engineering in the system definition, design, acquisition, testing, manufacturing, fielding, and ownership activities; (2) Appreciation of the logistics-related management problems faced by counterparts at the OSD, Military Services, and industry levels; and (3) Techniques for addressing logistics-relevant management problems in a timely and cost/operationally effective manner, with emphasis on achieving readiness and supportability of the fielded system.

SCOPE: The course provides participants with an understanding of Integrated Logistics Support (ILS) policy, requirements, and practices applicable to both major and less-than-major system acquisition programs during the defense system life cycle. The course begins with a basic overview of the system life cycle process and the system engineering process, and a fundamental discussion of the role that ILS plays in these two processes. It continues with lessons on ILS considerations and activities during the RDT&E phases of the system life cycle; during the transition to production; during fielding and deployment; and during the postproduction (operation and support) phase. Compendium-type presentations cover ILS-related subjects, such as life cycle costing; reliability-maintainability-availability; the logistics support analysis process; logistics-relevant tests and evaluations; logistics modeling; Computer Aided Logistics Support (CALS) and other emerging ILS-relevant technologies. Selected guest lecturers from Government and industry discuss "real-world" examples of DoD programs and policies. Special experience-based case studies offer the student an opportunity to address weapons-system logistics problems and devise both theoretical and pragmatic solutions.

PREREQUISITES: The course is primarily designed for mid- or higher-level managers with some experience in ILS-related fields who occupy, or have been selected to occupy, positions of program manager; logistics director, element manager, systems engineer, or technical manager; key positions subordinate to these; or higher-level staff positions concerned with defense systems acquisition. The course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above. Persons in equivalent positions in the defense industry are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: MANAGEMENT OF SOFTWARE ACQUISITION COURSE
DSMC-10 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 5 Days

PURPOSE: The course objective is to provide each student with an understanding of software acquisition for DoD Mission Critical Computer Resources.

SCOPE: The course provides participants with an understanding of the current policy, practice, and procedures applicable to the management of software acquisition for major defense systems. Overview of the defense systems acquisition process is included to provide the students with the proper basis for applying software acquisition principles. The course includes lectures, discussions, and case studies on such topics as DoD computer resource policy and initiatives, software management principles, software cost estimating, software quality assurance, and software systems engineering. The student will gain an appreciation for the disciplined approach that must be followed in developing, acquiring, and maintaining software for major weapon systems. The course will develop in each student an improved ability to analyze situations and problem areas, develop alternatives, and prepare solutions.

PREREQUISITES: Attendance is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy, the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program or for decisions

in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: MULTINATIONAL PROGRAM MANAGEMENT COURSE
DSMC-8 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: The course is designed for the student to develop an understanding of the competencies which one must possess to effectively participate in an international defense acquisition program.

SCOPE: The course covers the activities and considerations with which the program manager must deal when involved with a multinational program. Particular emphasis is placed on the U.S. policy of enhancing RSI among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DoD policies explored are cooperative research ard development; joint venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems. Attendees will be able to gain a knowledge and appreciation of the problems associated with the following: Developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.

PREREQUISITES: The course is open to military officers in the grade of O-3 and DoD and Government civilians in the grades of GS-11 and above who occupy positions in program management offices, supervisory-level positions where they are responsible for decisions affecting a program or for decisions in a functional office supporting a program office, or staff positions concerned with defense system acquisition on programs involving allied nations. Individuals in equivalent positions in defense industry and from allied governments are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: PROGRAM MANAGEMENT COURSE
DSMC-3 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 138 Days

PURPOSE: The objective of the course is to provide a professional education in effective defense systems acquisition management for selected mid-career military officers and civilians.

SCOPE: The Program Management Course (PMC) is a 20-week course. The PMC curriculum is designed to provide the student with: (1) an understanding of acquisition policies, tasks, problems, and issues confronting the program manager; (2) an understanding of roles, activities, and integration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; (3) an understanding of the interpersonal relations and communications skills in the development of an effective acquisition team; (4) an enhancement in the ability of staff or functional managers to interface with the program management office technical efforts through development of a better understanding of the technical management process; (5) an understanding of the activities and integration of technical disciplines in the systems life cycle; (6) a basic understanding of funds management, contract management, and cost/schedule management; and (7) a familiarity of the business and technical practices of defense contractors and their impact on a successful systems acquisition. The course includes cases and simulations designed to increase student understanding of how to integrate acquisition knowledge with environmental understanding and leadership. Individual and group exercises give the student an opportunity to practice the knowledge and management skills learned in the classroom. Adult education principles and techniques are applied to enhance learning effectiveness with self-directed learning. Students develop and implement individual learning plans to focus learning on experiences that are appropriate to their individual professional needs. The curriculum covers activities and appropriate management of the weapon system acquisition life cycle. Interrelated case studies allow students to apply their learning in the simulations. The course includes interaction with current program managers as well as senior officials of the Office of Secretary of Defense, the Military Departments, and the defense industry. Student activities include an industry field trip, Congressional Workshop, and electives.

The course allows middle managers to develop acquisition management competency and to experience the practices and problems of program management operations.

ADMISSIONS REQUIREMENTS: Attendance is generally restricted to military officers in grades O-3 through O-6, DoD civilians in grades GS-12 through GS-15, and industry students identified by their companies as candidates for senior management positions. In addition to meeting grade requirements, attendees should fall into one of the following categories: DoD personnel who now hold, or have been selected to hold, intermediate management positions in program offices or functional offices supporting program offices, or in higher echelon offices supervising program management; DoD personnel who are promising candidates for senior positions in program management; persons in program management or equivalent positions within other Federal Agencies; or persons in program management or equivalent positions within defense industry. Nominees must hold a bachelor's degree. These are suggested requirements and requests for deviations will be excepted and ruled upon by the Defense Systems Management College Admissions Committee.

SECURITY CLEARANCE: A Secret security clearance is required.

Course Title: SELECTED ACQUISITION REPORT COURSE
DSMC-31 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: The course is designed to enable acquisition personnel with some acquisition experience to prepare and review the Selected Acquisition (SAR) Report. The SAR's purpose is to report to Congress the summarized status of major weapon systems in terms of acquisition cost, schedule and technical performance against the approved baselines.

SCOPE: The course provides students an understanding of the legislative background which generated the report requirement, as well as the relationship between the SAR and other program documentation. The course content is coordinated through the DoD USD(A) staff. Lecture/discussions cover the key information elements of the SAR and apply these concepts in a series of related case studies based upon a "generic" weapon system. Also, SAR-applicable, Consolidated Acquisition Reporting System (CARS) software is introduced and used to unify, simplify and facilitate the computational aspects. Course offerings are scheduled primarily during the first quarter of the fiscal year to support preparation of the annual SAR submission required by the Congress.

The course is given at the DSMC campus and regional centers, and other selected sites.

PREREQUISITES: Attendance is open to members of SAR-designated program offices and selected service staff personnel with responsibility for review of SARs. Personnel attending should be in the military grade of O-2 and above and civilians in grade GS-7 and above. Defense contractors, under current contract to support a military SAR program, are also eligible to attend if recommended by that program manager.

SECURITY CLEARANCE: NONE.

Course Title: SYSTEMS ACQUISITION FOR CONTRACTING PERSONNEL
DSMC-34 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 2 Weeks

PURPOSE: This course is designed to provide the contracting professional with a fundamental knowledge and indepth understanding of the systems acquisition environment from requirement definition to field deployment.

SCOPE: All phases of a major system's life cycle are analyzed including defining the requirement, planning and budgeting for the requirement, technical performance and management of the requirement (test management, configuration management, quality control, ILS activities, software acquisition, statement of work and specification practices). Business management topics include contractor financial and estimating practices, proposal preparation and marketing strategies, and government performance measurement using cost schedule control systems. The second week is both lecture and case oriented. Specific contracting topics to be explored are incentive contracting, source selection, creative contracting techniques, price versus technical competition, and warranties. Lectures and cases are punctuated with guest speakers from OSD, the Services and industry intended to provide a senior management view of contracting for major systems and an industry perspective of issues facing acquisition personnel.

PREREQUISITES: GS-1101/1102 grades 13 through 15, and comparable military who are assigned to a major system or who spend 50 percent of their time supporting a major system(s). The course must be completed by Contracting Officers within 1 year of assignment to a major system. The course is desirable for Level II contracting series, GS-1101/1102 grades 9 through 12, and comparable military, who are assigned to a major system. Priority, however, will be given to personnel with mandatory requirements. Individuals from the defense industry are encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: SYSTEMS ACQUISITION FUNDS MANAGEMENT COURSE
DSMC-9 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: The course provides an understanding of how to formulate, defend, and execute a DoD weapon system acquisition budget.

SCOPE: The course introduces the student to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on techniques the program manager and functional manager may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues. The course simulates the total budget process from the viewpoint of the program manager as well as from the perspective of OSD. The fiscal cycle is traced through all levels of the DoD, the Office of Management and Budget, and the Congress. It examines cost analysis, budget concepts, the DoD planning/programming/budgeting system, the congressional authorization/appropriation process, and, finally, the budget execution process. Specific topics addressed include the development of the program office POM and budget submissions, the review and analysis of program budgets at higher levels within the Federal Government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution. A portion of the course is taught in service-peculiar groups, but the dominant approach is joint-service. Methods of instruction include lecture/discussions, case studies, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.

PREREQUISITES: Attendance is open to military officers in the grade of 0-3 and above, and DoD civilians in the grade of GS-11 and above, who occupy positions such as the following: Program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DoD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other Federal Agencies are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: SYSTEMS ACQUISITION MANAGEMENT FOR GENERAL/FLAG OFFICERS
DSMC-1 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 4 1/2 Days

PURPOSE: The course is intended to provide participants with an enunciation and understanding of the perspectives and positions of current key decision-makers from the Legislative and Executive Branches of Government and the defense industry. Participants are offered the opportunity to interact directly with these same key individuals. Specific discussion is directed to the most recent legislative and executive actions affecting weapon systems acquisition. Attention is given to current DoD policy and procedural initiatives whose implementation is having a profound effect upon the acquisition environment.

SCOPE: The course curriculum allows for coverage of Congressional perspectives by a member or a staff member. Defense industry perspectives are shared concerning the Government as a market place and the resultant corporate objectives, principles, and strategies that ensue. Executives from OSD address acquisition management policy and resource allocation policy and respective initiatives underway. From the Services, senior managers (civilian and military) describe their Service's acquisition policies. From acquisition commands, senior managers describe acquisition procedures initiated in keeping with the current policies. Program managers then relate how each is answering the challenge presented within the resources given; how resources are being used; what issues remain; and what lessons can be learned. As a background topic, a guest lecturer presents a comparison of the United States and Soviet weapon system development processes. Specific current initiatives in competition and streamlining are presented by designated advocates from the Services. In facilitated discussions, the faculty addresses Government contracting procedures and resource allocation processes with the emphasis on current issues. It is the design and concept of this course to include the most recent topics that will or may affect the systems acquisition environment.

PREREQUISITES: This course is open to persons from OSD, the Military Departments, and DoD components who hold, or have been selected to, the rank of General or Flag Officer or who are civilians within the Senior Executive Service. Individuals from other Federal agencies of equivalent positions and responsibility are admitted on a space-available basis. Participation by presidents

and vice-presidents from within the defense industry is also welcomed.

SECURITY CLEARANCE: A SECRET security clearance is required.

Course Title: SYSTEMS ENGINEERING MANAGEMENT COURSE
DSMC-28 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: Each student will gain an appreciation for the disciplined engineering approach that must be followed during each phase of a system's life cycle. The course is designed to enhance the ability of staff or functional managers to initiate and monitor program office technical management activities; forecast staffing/budget requirements; assist in the integration of technical activities performed by multiple agencies; evaluate the technical development activities proposed by industry sources; and ensure the technical integrity of the operational system.

SCOPE: Systems engineering activities are individually presented. Some common tools used in the systems engineering effort are introduced, and include the Systems Engineering Management Plan; tradeoff studies; functional flow diagrams; requirements allocation sheets; design reviews and audits; technical performance measurement programs; specification tailoring; configuration management; developmental baselines; work breakdown structures; and Risk Identification and Management.

Special emphasis is placed on "design for" characteristics. Such characteristics as life cycle cost/affordability; readiness/supportability; reliability; testability; producibility; capability; and other "design for" characteristics of a system are inserted into the design process in balanced proportions.

The role of systems engineering in controlling program technical risk levels is explained as is the scheduling and conduct of reviews of progress in the translation of mission requirements into technical specifications for equipment, software, facilities, data, and training of personnel.

PREREQUISITES: The course has been designed for DoD personnel with less than 3 years of experience in the systems engineering management discipline and is especially useful for individuals in the production, logistics, test and evaluation, or other specialty

fields who must deal with systems engineers. Military personnel in grades O-3 through O-5, and DoD civilians in grades GS-11 through GS-14 are the intended audience. Individuals holding equivalent grades in other Federal Agencies or defense related. Industries are also encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: TECHNICAL MANAGERS ADVANCED WORKSHOP
DSMC-20 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 5 Days

PURPOSE: The Technical Managers Advanced Workshop (TMAW) brings together in a round table seminar, a group of senior technical and program managers (by invitation only), and DSMC faculty. Together, this group discusses current acquisition problems and explores, identifies, and evaluates potential solutions.

SCOPE: The 1-week class is held on DSMC's campus, at DSMC regional facilities and other locations as appropriate. Special off-site workshops are also held to discuss specific urgent acquisition issues. Students are selected from among senior DoD and other governmental agency technical and acquisition management personnel. Faculty and other workshop participants are carefully chose to add expertise to group discussions. All workshop discussions are held in a non-attribution environment. Workshops will define problems boundaries, and propose and develop problem solutions within them. The most useful problem solutions will be published as TMAW reports. Each workshop has a maximum of 20 participants. Workshop members report to the workshop location Monday morning to discuss forthcoming workshop activities and receive background briefings on events and issues involved. On Tuesday through Thursday, the group meets in working sessions at the workshop facility. Friday morning, the group summarizes its product. Drafts of the product will be distributed prior to graduation on Friday afternoon. Final TMAW reports will be issued subsequent to each workshop. The group's work is provided to DSMC's Center for Acquisition Management Policy, Technical and Program Management personnel through DoD, the Services, and when appropriate, other governmental agencies.

PREREQUISITE: The course is designed for DoD program and technical managers with advanced skills and experience. Military personnel in grades O-5 and above; civilians in grades GS/M 14 and above; and senior industrial managers are the intended group

members. Individuals with similar qualifications in other government agencies are encouraged to apply for invitations. Prospective attendees may contact the registrar at AUTOVON 354-2152 or commercial (703) 664-2152 for further information.

SECURITY CLEARANCE: None

Course Title: TEST AND EVALUATION MANAGEMENT COURSE
DSMC-11 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Regional Offices:
Eastern Region, Hanscom AFB, MA
Southern Region, Redstone Arsenal, AL
Central Region, St. Louis, MO
Western Region, Los Angeles AFS, CA
Length: 5 Days

PURPOSE: The course is designed to enhance the ability of managers to develop a sound understanding of test and evaluation as a technical management tool through emphasis on systems engineering in the acquisition process, as well as the role and interface of test and evaluation with logistics support and production.

SCOPE: Test and evaluation is the discipline responsible for measuring attainment of performance objectives for the purpose of reducing risk. Consequently, the 1-week course provides an introduction to the concepts, scope, and application of test and evaluation as a management tool for system acquisition executives. Areas of coverage include test and evaluation as the feedback mechanism for systems engineering, the relationship of test and evaluation to all the phases of the system life cycle, and the special relationship of test and evaluation to interfacing disciplines of hardware, software, production, affordability, and logistics support. While this course provides participants with an understanding of the current policy, practice, and procedures applicable to the management of test and evaluation in a defense system acquisition, the course is designed to enhance the ability of staff or functional managers to interface with program management office technical efforts through development of a better understanding of the test and evaluation management process; develop an understanding of the activities and integration of systems engineering and the test and evaluation disciplines necessary in the system life cycle; and develop an understanding of the roles of Government and industry organizations in test and evaluation management. Specific and tailored "real world" examples of DoD programs are given by faculty and guest lecturers carefully selected from within Government and industry. These

special experience-based studies offer the student an opportunity to work with defense systems test and evaluation problems and devise both theoretical and pragmatic solutions.

PREREQUISITES: This course has been designed primarily for military officers in the grades of 0-2 through 0-5 and civilians in the grades of GS-9 through GS-14 whose disciplines include test and evaluation manager, systems engineer, or technical manager; key positions immediately subordinate to them; positions in functional support activities interfacing with program test and evaluation personnel; or higher-level staff positions concerned with defense industry.

SECURITY CLEARANCE: None.

Course Title: TOTAL QUALITY MANAGEMENT COURSE
DSMC-32 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 5 Days

PURPOSE: The goal of the course is to establish a sound technical and management foundation that can be tailored to individual DoD programs.

SCOPE: The course addresses theory and application of Total Quality Management (TQM) principles in the DoD environment. An interdisciplinary course, it covers current DoD initiatives and their impacts in the areas of technical, financial, and acquisition policy. Selected guest lecturers from Government, the defense industry, and commercial industry will discuss TQM applications and problems unique to DoD. Case studies allow the student to analyze and provide solutions to current problems facing DoD and industry program managers. Study objectives, assigned readings, and functional lectures guide the students, who are encouraged to present actual problems for class discussion and analysis. Students are introduced to the concept of variability in design and manufacturing, statistical process control, and experimental design based on the works of Dr. W. Edwards Deming and Dr. Genichi Taguchi. Other issues include improving interaction among designers, manufacturing engineers, logisticians and users; and making a contractor's past performance and quality history a factor in source selection; and implementing the quality improvement process.

PREREQUISITES: The course is open to military officers in grades O-5 and above and civilians in grades GS-14 and above. Individuals holding equivalent grades in other Federal agencies and defense-related industries are encouraged to attend.

SECURITY CLEARANCE: None.

Course Title: TOTAL QUALITY MANAGEMENT WORKSHOP
DSMC-35 (JT)
Location: Defense Systems Management College
Fort Belvoir, VA 22060-5426
Length: 2 Days

PURPOSE: This workshop is designed to bring about continuous improvement to (external and internal) processes, products, and services under the responsibility of DoD.

SCOPE: The workshop provides the latest technical and managerial concepts on TQM. Faculty and guest speakers provide an understanding of TQM and its importance to DoD and the nation, will work with the attendees to develop a TQM implementation plan to meet the needs of their respective commands and/or environment.

PREREQUISITES: This workshop is open to individuals from OSD, the military departments, and DoD components who hold, or have been selected for, the rank of general or flag officer, or who are civilians within the Senior Executive Service. Persons with equivalent positions and responsibility from other Federal agencies are admitted on a space available basis. Participation by presidents and vice presidents from the defense industry is welcomed.

SECURITY CLEARANCE: None.

SECTION A

RESIDENT COURSES LISTED ALPHABETICALLY

COURSE TITLE	PAGE
Acquisition Basics Course - DSMC-37 (JT)*	5-G-3
Acquisition of Army Mission Critical Computer Resources - AMEC-133	3-B-7
Acquisition Logistics - SYS 225 (AF)	2-A-35
Acquisition Planning and Analysis SYS 200 (AF)	2-A-36
Acquisition Quality Assurance Management I - ALMC-QC	3-A-33
Ada Programming - AMEC-140	3-B-8
Ada and Software Engineering Overview - AMEC-185	3-B-8
Ada Tasking - AMEC-186	3-B-9
Administrative Systems Analysis and Design - 7A-F18	3-B-10
Advanced "C" Programming - AMEC-138	3-B-10
Advanced COBOL Features - AMEC-43	3-B-11
Advanced Configuration Management - AMEC-95	3-B-12
Advanced Contract Administration - PPM 304 (JT)	2-A-37
Advanced Contract Pricing - QMT 540 (JT)	2-A-38
Advanced Cost and Economic Analysis - QMT 551 (JT)	2-A-39
Advanced International Management Workshop - DSMC-33 (JT)	5-G-4
Advanced Management Course - 7A-F43 (JT)	3-B-12
Advanced Management Program - AMP (JT)*	5-B-8
Advanced Process Control Methods - QMT 089 (AF)	2-A-40
Advanced Property Administration - PPM 300 (JT)	2-A-40
Advanced Quantitative Methods for Cost Analysis - QMT 550 (JT)	2-A-41
Advanced Topics in Automatically Programmed Tools (APT) - AMEC-44	3-B-13
Advanced Topics in Industrial Preparedness Planning and Management - AMET 208	3-B-14
AFLC Materiel Management - LOG 220 (AF)	2-A-42
Air Force Technical Order Acquisition and Management - SYS 230 (AF)	2-A-43
Air Defense Missiles - AMMO-M-3	3-C-4
AIS Security Procedures for Industry Course - 5220.10	5-C-8
ALPHA Team Operations - AMMO-T-8	3-C-5
Ammunition Administration and Planning - AMMO-L-11	3-C-5
Ammunition Capstone - AMMO-L-12	3-C-6
Ammunition Demilitarization - AMMO-C-5	3-C-7
Ammunition Life Cycle Management - AMMO-L-4	3-C-7
Ammunition Maintenance - AMMO-C-4	3-C-8
Ammunition Production Management - AMMO-L-15	3-C-9
Ammunition Quality Evaluation - AMMO-L-7	3-C-9
Ammunition Storage Course - AMMO-L-3	3-C-10

* New Course

COURSE TITLE	PAGE
Ammunition Supply Course - AMMO-L-1	3-C-11
Applications of Manpower Staffing Standards - AMEC-188	3-B-15
Applied Configuration Management - SYS 228 (AF)	2-A-44
Applied Maintenance Management Concepts - LOG 262 (AF)	2-A-45
Army Ammunition Plant Surveillance Quality Assurance - AMMO-L-13	3-C-12
Army Explosive Safety Course - AMMO-C-22	3-C-12
Army Installation Management - 1B-F1 (AR)	3-A-34
Army Internal Control Program - AMEC-141	3-B-16
Army Internal Control Program Instructor's Institute - AMEC-141A	3-B-17
Army Maintenance Management - 8A-F3 (AR)	3-A-35
Army Materiel Command (AMC) Equipment Management - ALMC-AG	3-A-35
Army Provisioning Process - ALMC-AH	3-A-36
Associate Logistics Executive Development - 8A-F19 (AR)	3-A-37
Automatic Data Processing (ADP) for Managers - 7E-F30 (JT)	3-B-18
Automatic Data Processing Intern Program - AMEC-22	3-B-18
Automated Information Systems Acquisition - ACQ (JT)	5-B-9
Automated Information Systems Oversight - ISO (JT)*	5-B-9
Automated Information Systems Security Engineering I - SE1 (JT)*	5-B-10
Automated Information Systems Security Engineering II - SE2 (JT)*	5-B-11
Aviation 3-M Data Systems Users Seminar/Workshop (NV)	4-C-2
Base Contract Administration - G3AZR65170 002 (AF)	2-B-5
Base Contract Law - G30ZR6534 007 (AF)	2-B-5
Base-Level Contracting - G30BR6531 008	2-B-6
Base-Level Pricing - G30ZR6534 009	2-B-7
Base-Level Quality Assurance Evaluation Program Coordinator - G3AZR65170 008*	2-B-7
Basic Ammunition Surveillance - AMMO-C-1	3-C-13
Basic Analysis of Performance Measurement Data - SYS-363 (JT)	2-A-46
Basic DIAOLS/COINS Course - DCB (SS300)	5-E-3
Basic Environmental Coordinator's Course - ALMC-BE	3-A-38
Basic Freight Traffic Course - 8C-F12/553-F1*	3-E-4
Basic Guided Missile Ammunition - AMMO-M-1	3-C-14
Basic Guided Missile Ammunition III Course - AMMO-M-18-OS	3-C-14
Basic Management Statistics - AMEC-54	3-B-19
Basic Maintainability Design - 5L-F6 (JT)	3-B-20
Basic Missile Operational Safety - AMMO-M-19-OS	3-C-15
Basic Nuclear Weapons - AMMO-T-1	3-C-16
Basic Reliability Design - 5L-F4 (JT)	3-B-21

* New Course

COURSE TITLE	PAGE
Basics of Explosive Hazard Control - AMMO-C-21	3-C-16
"C" Programming - AMEC-136	3-B-22
Central/Systems Level Contracting - G30BR6531 007	2-B-8
Chemical Hazard Prediction - AMMO-M-7	3-C-17
Chemical Surety Materiel - AMMO-M-6	3-C-18
Chemical Surety Materiel Refresher - AMMO-M-10	3-C-18
CICS/VS Advanced Command Level Topics - AMEC-161	3-B-22
CICS/VS Command Level Programming Techniques - AMEC-123	3-B-23
Combat Capability Assessment - LOG 290 (JT)	2-A-48
Combat Logistics - LOG 299 (AF)	2-A-49
Commercial Activities Process - ALMC-CM	3-A-39
Commercial Activity Automated System - ALMC-MC	3-A-40
Commodity Command Standard System (CCSS) Functional Course - ALMC-3L	3-A-40
Computer Interactive Graphics (CADCAM) Systems Applications Orientation - AMEC-117	3-B-24
Computer Interactive Graphics (CADCAM) Systems Applications Workshop - AMEC-97	3-B-24
Computer Literacy Course - ALMC-CP	3-A-41
Computer Literacy for Ammunition Interns - AMMO-C-18	3-C-19
Computer Literacy for Auditors Course - ALMC-AM	3-A-42
Computer Software Applications - QMT 185 (JT)	2-A-50
Computer-assisted Tools for Decision Making Course - ALMC-CJ	3-A-41
Computers for Administrative Personnel - AMEC-108	3-B-25
Configuration Management - AMEC-12	3-B-26
Configuration Management Executive Seminar, AMEC-192	3-B-26
Contract Cost Performance Analysis - 7A-F57 (JT)	3-B-27
Contract Executive Course - PPM 057 (JT)	2-A-50
Contract Finance for Program Managers Course - DSMC-5 (JT)	5-G-5
Contract Management for Program Managers Course - DSMC 29 (JT)	5-G-6
Contract Placement - G3AZR65170 004	2-B-9
Contracting Officer's Representative Course - ALMC-CL	3-A-42
Contracting Specialist - G3ABR65130 003	2-B-10
Contractor Overhead Management - QMT 355 (JT)	2-A-51
Contractor Performance Measurement Course - DSMC-6 (JT)	5-G-7
Contractual Aspects of Value Engineering - PPM 306 (JT)	2-A-52
Conventional Ammunition Orientation - AMMO-C-16	3-C-19
Conventional Ammunition Refresher - AMMO-C-7	3-C-20
Conventional Ammunition Surveillance - AMMO-C-2	3-C-21

* New Course

COURSE TITLE	PAGE
Corporate Information Management - CIM (JT)*	5-B-12
Cost Analysis for Decision Making - ALMC-CB	3-A-43
Cost Estimating for Engineers - ALMC-CC	3-A-44
Cost Improvement Curve Analysis - QMT 180 (JT)	2-A-53
Cost/Schedule Control Systems Criteria SYS 362 (JT)	2-A-54
Data Base Management Workshop - 7E-F25 (JT)	3-B-28
Data Communications for Information Management - AMEC-180	3-B-29
Decision Risk Analysis - ALMC-DA	3-A-44
Decision Risk Analysis for Logisticians - ALMC-DC	3-A-45
Defense Acquisition and Contracting Executive Seminar - (ER) (JT)	4-A-3
Defense Advanced Preservation and Packing - 8B-F3 (JT)/822-F3 (JT)	3-D-10
Defense Advanced Traffic Management Course - 8C-F3	3-E-4
Defense Basic Packaging (MC) - SMPT-1	3-D-11
Defense Basic Preservation and Packing - 822-F13 (JT)	3-D-12
Defense Computer-aided Design and Manufacturing Orientation 7A-F55 (JT)	3-B-30
Defense Computer-aided Manufacturing (CAM) Technology - 7A-F56 (JT)	3-B-30
Defense Contract Negotiation Workshop - CN (JT)	4-A-4
Defense Contract Property Disposition - ALMC-TY	3-A-46
Defense Contracting for Information Resources - ALMC-ZX	3-A-46
Defense Contracting and Subcontracting with Small and Disadvantaged Business Concerns - (SB) (JT)	4-A-5
Defense Contracts Management for Technical Personnel - (MT) (JT)	4-A-5
Defense Cost and Price Analysis - PN (JT)	4-A-6
Defense Data Management SYS 370 (JT)	2-A-55
Defense Foam-in-Place Packaging - 8B-F22 (JT)/ 822-F22 (JT)	3-D-13
Defense Fundamentals of Incentive Contracting - FI (JT)	4-A-7
Defense Hazardous Materials/Waste Handling - ALMC-HA	3-A-47
Defense Hazardous Property Disposal Course - ALMC-PH	3-A-47
Defense Hazardous Waste Workshop - ALMC-DM	3-A-48
Defense Integrated Disposal Management System - ALMC-IC	3-A-49
Defense Inventory Management - 8B-F11 (JT)	3-A-49
Defense In-House Quality Assurance Systems - 8A-F28 (JT)	3-B-31
Defense In-Plant Quality Assurance - 8D-F34 (JT)	3-B-32

* New Course

COURSE TITLE	PAGE
Defense Inspection of Packaged Personal Property - 8B-F8/822-F8 (JT)	3-D-14
Defense Manufacturing Management Course - DSMC-13 (JT)	5-G-8
Defense Marking for Shipment and Storage - 8B-F32/822-F32 (JT)	3-D-15
Defense Metals Identification and Recovery - 8G-F2	3-A-50
Defense Numerical Control (APT) Part Programming - 7A-F46 (JT)	3-B-33
Defense Packaging Data System - SMPT-4	3-D-16
Defense Packaging Design - 8B-F16 (JT)	3-D-17
Defense Packaging for Logistics Managers Seminar - 8B-F4 (JT)/822-F4 (JT)	3-D-18
Defense Packaging Instructor Training - 8B-F31/822-F31 (JT)	3-D-18
Defense Packaging Management Training Program - 8B-F26 (JT)	3-D-20
Defense Packaging of Hazardous Materials for Transportation - 8B-F7/822-F7 (JT)	3-D-21
Defense Packing and Unitization - 8B-F2/822-F2 (JT)	3-D-22
Defense Preservation and Intermediate Protection - 8B-F1/822-F1 (JT)	3-D-23
Defense Priorities and Allocations System - 8D-F38 (JT)	3-B-34
Defense (Refresher) Packaging of Hazardous Material for Transportation - 8B-F35/822-F35 (JT)	3-D-24
Defense Regional Interservice Support (DRIS) Agreements Course ALMC-RS	3-A-51
Defense Resources Management Course (DRMC) (JT)	5-F-4
Defense Reutilization and Marketing Management Seminar - 8B-F21	3-A-51
Defense Reutilization and Marketing Operations-Advanced 8B-F17 (JT)	3-A-52
Defense Reutilization and Marketing Operations-Basic - 8G-F1	3-A-53
Defense Reutilization and Marketing Operations-Modified - ALMC-TB	3-A-54
Defense Scrap Management - ALMC-SF	3-A-54
Defense Security Assistance Management-CONUS - SAM-C (JT)	5-D-7
Defense Security Assistance Management-CONUS Orientation - SAM-CO	5-D-8
Defense Security Assistance Management-Executive - SAM-E (JT)	5-D-9

* New Course

COURSE TITLE	PAGE
Defense Security Assistance Management-Financial Management - SAM-CF	5-D-9
Defense Security Assistance Management-Foreign Training Officer - SAM-TO (JT)	5-D-11
Defense Security Assistance Management-Overseas - SAM-O (JT)	5-D-11
Defense Security Assistance Management-Program/Case Management - SAM-CM	5-D-13
Defense Security Assistance Management-Training Management (CONUS) - SAM-TM (JT)	5-D-14
Defense Small Purchase Course (Advanced) - ALMC-B4	3-A-55
Defense Small Purchase Course (Basic) - ALMC-B3	3-A-55
Defense Specification Management - 8D-F1 (JT)	3-A-56
Defense Standard Ammunition Computer System Course - AMMO-L-14	3-C-21
Defense Termination Settlement - TS (JT)	4-A-7
Defense Two-Step Seal Bidding and Multi-Year Contracting Seminar - MY (JT)	4-A-8
Defense Vehicle Processing for Shipment or Storage 8B-F6/822-F6 (JT)	3-D-25
Defense Work Measurement Standard Time Data - 7A-F17 (JT)	3-B-34
Defense Work Measurement Standard Time Data Instructor Institute 7A-F17A (JT)	3-B-35
Defense Work Methods and Standards - 7A-F19 (JT)	3-B-36
Defense Work Methods and Standards Instructor Institute - 7A-F19A (JT)	3-B-37
Defense Work Methods and Standards Orientation - 7A-F47 (JT)	3-B-38
Department of the Army Staff, Operations Research/Systems Analysis (ORSA) Familiarization Course - ALMC-2F	3-A-57
Depot Procurement Quality Assurance, AMEC-195	3-B-39
Depot Supply Operations Management Course - 8B-F10 (AR)	3-A-57
Design to Cost - ALMC-CF	3-A-58
DIAOLS/COINS Overview - DCO (SS200)	5-E-3
Directorate of Logistics (DOL) - ALMC-DT	3-A-59
DoD Acquisition Quality Assurance Fundamentals - AMEC-210	3-B-40
DoD Personnel Security Adjudications Course (Resident Phase) 5220.11	5-C-9
DoD Cost Accounting Standards Workshop - ALMC-CE	3-A-59
DoD Security Specialist Course - 5220.9 (JT)	5-C-10
DoD Information Engineering - IEG (JT)*	5-B-12
Dynamics of Employee Behavior - 7A-F40 (JT)	3-B-40
Economic Analysis Applications - AMEC-149	3-B-41
Economic Analysis for Decision Making - 7A-F10 (JT)	3-B-42

* New Course

COURSE TITLE	PAGE
Economic Analysis Fundamentals - AMEC-153	3-B-43
Economic Analysis for Managers - 7D-F19 (JT)	3-B-43
Elemental Standard Data (ESD) - AMEC-187	3-B-44
Emerging Trends in Management Technology - 7A-F39 (JT)	3-B-45
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* New Course

U.S. ARMY DEFENSE AMMUNITION CENTER AND SCHOOL

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* New Course

SCHOOL OF MILITARY PACKAGING TECHNOLOGY

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Military Standard Transportation and Movement Procedures Course - 8C-F9/811-F1	3-E-6
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* New Course

OFFICE OF THE ASSISTANCE SECRETARY (SHIPBUILDING AND LOGISTICS)

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* New Course

CCPO-CC CAREER DEVELOPMENT INSTITUTE

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INFORMATION RESOURCES MANAGEMENT COLLEGE
(formerly Department of Defense Computer Institute)

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* New Course

DEPARTMENT OF DEFENSE SECURITY INSTITUTE (DoDSI)

COURSE TITLE	PAGE
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DoD Personnel Security Adjudications Course (Resident Phase) - 5220.11 (JT)	5-C-9
DoD Security Specialist Course - 5220.9 (JT)	5-C-10
Industrial Security Basic Course - 5220.1 (JT)	5-C-12
Industrial Security Executive Seminar - 5220.5 (JT)	5-C-13
Industrial Security Management Course - 5220.4 (JT)	5-C-14
Industrial Security Specialist Course - 5220.2 (JT)*	5-C-15
Information Security Management Course - 5220.7 (JT)	5-C-16
Information Security Orientation Course - 5220.7A (JT)	5-C-18
Key Assets Protection Program Course (DIS/STARC) - 5220.6 (JT)	5-C-20
Key Assets Protection Program Course (Management Officials) - 5220.6A	5-C-20
Personnel Security Investigations Course - 5220.8 (DIS)	5-C-21
Special Agent Continuing Education Seminar - 5220.8A (DIS)	5-C-23
User Agency Inspector Course - 5220.1A (JT)	5-C-24

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT

COURSE TITLE	PAGE
Defense Security Assistance Management - CONUS - SAM-C (JT)	5-D-7
Defense Security Assistance Management - CONUS Orientation - SAM-CO	5-D-8
Defense Security Assistance Management-Executive - SAM-E (JT)	5-D-9
Defense Security Assistance Management-Financial Management - (SAM-CF)	5-D-9
Defense Security Assistance Management-Foreign Training Officer - SAM-TO (JT)	5-D-11
Defense Security Assistance Management-Overseas - SAM-O (JT)	5-D-11

* New Course

DEFENSE INSTITUTE OF SECURITY ASSISTANCE MANAGEMENT (CON'T)

COURSE TITLE	PAGE
Defense Security Assistance Management-Program/Case Management – (SAM-CM)	5-D-13
Defense Security Assistance Management-Training Management (CONUS) – SAM-TM (JT)	5-D-14
Security Assistance Management Course-Foreign Purchaser – (SAM-F) MASL IIN D178088	5-D-14
Security Assistance Management Course-Foreign Purchaser Executive – (SAM-FE) MASL INN D178099	5-D-16

DEFENSE INTELLIGENCE COLLEGE

COURSE TITLE	PAGE
Basic DIAOLS/COINS Course – DCB (SS300)	5-E-3
DIAOLS/COINS Overview – DCO (SS200)	5-E-3
Intelligence Analyst Course – IAC (SO300)	5-E-4
Intelligence Collection Management Curriculum – ICMC (SM305)	5-E-4
Intelligence Indications and Warning Course – I&W (SO380)	5-E-5
Intelligence Indications and Warning Short Course – I&WSC (SR381)	5-E-6
Joint Intelligence Course – JIC (SM300)	5-E-6
Master of Science of Strategic Intelligence – (MSSI)	5-E-7
National Senior Intelligence Program – NSIP	5-E-8
National Senior Users Executive Course – NSUEC (SM632)	5-E-8
Postgraduate Intelligence Program – PGIP	5-E-9
Scientific and Technical Intelligence Analyst Introductory Course – STIAIC (SO350)	5-E-10
Seminar on Human Intelligence (HUMINT) – SOHI (SR510)	5-E-11
Seminar on National Intelligence – SONI (SR505)	5-E-11
Seminar on Scientific and Technical Intelligence – SOSTI (SR550)	5-E-12
Senior Enlisted Intelligence Program – SEIP	5-E-12

* New Course

DEFENSE RESOURCES MANAGEMENT EDUCATION CENTER

COURSE TITLE	PAGE
Defense Resources Management Course - (DRMC) (JT)	5-F-4

DEFENSE SYSTEMS MANAGEMENT COLLEGE

COURSE TITLE	PAGE
Acquisition Basics Course - DSMC-37 (JT)*	5-G-3
Advanced International Management Workshop - DSMC-33 (JT)	5-G-4
Contract Finance for Program Managers Course - DSMC-5 (JT)	5-G-5
Contract Management for Program Managers Course - DSMC-29 (JT)	5-G-6
Contractor Performance Measurement Course - DSMC-6 (JT)	5-G-7
Defense Manufacturing Management Course - DSMC-13 (JT)	5-G-8
Executive Management Course - DSMC-30	5-G-9
Executive Refresher Course in Acquisition Management - DSMC-2 (JT)	5-G-10
Fundamentals of Systems Acquisition Management Course - DSMC-26 (JT)	5-G-11
Introduction to Software Management Acquisition Course - DSMC-36 (JT)*	5-G-12
Management of Acquisition Logistics Course - DSMC-24 (JT)	5-G-13
Management of Software Acquisition Course - DSMC-10 (JT)	5-G-14
Multinational Program Management Course - DSMC-8 (JT)	5-G-15
Program Management Course - DSMC-3 (JT)*	5-G-16
Selected Acquisition Report Course - DSMC-31 (JT)	5-G-17
Systems Acquisition for Contracting Personnel - DSMC-34 (JT)	5-G-18
Systems Acquisition Funds Management Course - DSMC-9 (JT)	5-G-19
Systems Acquisition Management for General/Flag Officers DSMC-1 (JT)	5-G-20
Systems Engineering Management Course - DSMC-28 (JT)	5-G-21
Technical Managers Advanced Workshop - DSMC-20 (JT)	5-G-22
Test and Evaluation Management Course - DSMC-11 (JT)	5-G-23
Total Quality Management Course - DSMC-32 (JT)	5-G-24
Total Quality Management Workshop - DSMC-35 (JT)	5-G-25

* New Course

SECTION C

RESIDENT COURSES WITH NAME CHANGES

SCHOOL	FORMER TITLE	PRESENT TITLE
IRMC	Automated Information Systems Life Cycle Management	Life Cycle Management Program Planning and Control
IRMC	Major Automated Information System Review Council Functional Requirements/Concepts Development	Major Automated Information System Review Committee Functional Requirements/ Concepts Development
IRMC	Major Automated Information System Review Council Planning and Preparation	Major Automated Information System Review Committee Planning and Preparation
DODSI	DoD Basic Personnel Security Adjudications Course (Resident Phase)	DoD Personnel Security Adjudications Course (Resident Phase)
DSMC	Program Management Course - Part I, Program Management Course - Part I and Part II	Program Management Course
ALMC	Logistics Support Analysis	Defense Basic Logistic Support Analysis
ALMC	Environmental Documentation Course	National Environmental Policy Act Implementation
ALMC	Quality Assurance Management - I	Acquisition Quality Assurance Management - I

SECTION D

RESIDENT COURSES DELETED

AIR FORCE INSTITUTE OF TECHNOLOGY

COURSE TITLE

Laboratory Contract Management - SYS 420
Principles and Techniques of Quality Circle Management Procedures - OSP 082
Reliability Theory - QMT 579
Technical Administration of Embedded Computer Resource Acquisition - SYS 201
Weapon System Logistics Management for Senior System Managers - LOG 320

INFORMATION RESOURCES MANAGEMENT COLLEGE (formerly Department of Defense Computer Institute)

Course Title

Automated Information Systems Security - SSC (JT)
Decision Support Systems (Basic) - DSS (JT)

DEPARTMENT OF DEFENSE SECURITY INSTITUTE (DODSI)

Course Title

Advanced Industrial Security Specialist Course - 5220.3
Basic Industrial Security Specialist Course - 5220.2

U.S. ARMY DEFENSE AMMUNITION CENTER AND SCHOOL

Course Title

Basic Guided Missile Ammunition II Course - AMMO-M-16-OS
Introduction to Chemical Accident/Incident Response and Assistance (CAIRA) Operations - AMMO-M-24

DEFENSE SYSTEMS MANAGEMENT COLLEGE

Course Title

Program Managers Briefing Course - DSMC-25 (JT)

U.S. ARMY LOGISTICS MANAGEMENT COURSE

Course Title

Facilities Engineering Supply System (FESS) Management Course - ALMC-5C
Integrated Facilities System - ALMC-5D
Operations Research/Systems Analysis Familiarization - ALMC-SC

SECTION E

DEPARTMENT OF DEFENSE ACQUISITION EDUCATION AND TRAINING PROGRAM

COURSES LISTED ALPHABETICALLY

COURSE TITLE	PAGE
Acquisition Quality Assurance Management I - ALMC-QC	3-A-33
Advanced Contract Administration - PPM 304 (JT)	2-A-37
Advanced Contract Pricing - QMT 540 (JT)	2-A-38
Advanced Property Administration - PPM 300 (JT)	2-A-40
Contract Executive Course - PPM 057 (JT)	2-A-50
Defense Acquisition and Contracting Executive Seminar - (ER) (JT)	4-A-3
Defense Contract Property Disposition - ALMC-TY	3-A-46
Defense Contracting for Information Resources - ALMC-ZX	3-A-46
Defense Small Purchase Course (Advanced) - ALMC-B4	3-A-55
Defense Small Purchase Course (Basic) - ALMC-B3	3-A-55
DoD Acquisition Quality Assurance Fundamentals - AMEC 210	3-B-40
Government Contract Law - PPM 302 (JT)	2-A-59
Industrial Property Administration - PPM 151 (JT)	2-A-60
Management of Defense Acquisition Contracts (Advanced) - 8D-F12 (JT)	3-A-70
Management of Defense Acquisition Contracts (Basic) - 8D-4320	3-A-72
Management of Defense Acquisition Contracts Course (Executives) - ALMC-B5	3-A-73
Principles of Contract Pricing - QMT 170 (JT)	2-A-69
Production Management I - PPM 153 (JT)	2-A-70
Production Management II - PPM 305 (JT)	2-A-72
Program Management Course - DSMC-3 (JT)	5-G-16
Quantitative Techniques for Cost and Price Analysis - QMT 345 (JT)	2-A-76
Systems Acquisition for Contracting Personnel - DSMC-34 (JT)	5-G-18