



MG ROBERT M. JOYCE - INSTALLATION MANAGEMENT ACADEMY
SCHOOL FOR FAMILY AND MWR

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2014 – 2015 Course Catalog

MG Robert M Joyce Installation Management Academy

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Course Schedule and Listing

Course Listing by Date

Oct 2014

#	Start Date	End Date	Section	Course Title	Type
1	01 Oct 2014	12 Nov 2014	15-1	Marketing Plans for Activity Managers	Blended
2	01 Oct 2014	01 Oct 2014	15-1	Introduction to the Virtual Classroom	Virtual
3	02 Oct 2014	02 Oct 2014	15-1	Business Process Improvement	Virtual
4	06 Oct 2014	06 Oct 2014	15-2	Introduction to the Virtual Classroom	Virtual
5	07 Oct 2014	02 Dec 2014	15-1	NAF Personnel Management	Virtual
6	08 Oct 2014	08 Oct 2014	15-1	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
7	09 Oct 2014	06 Nov 2014	15-1	Implementing the Family and MWR Delivery System	Virtual
8	14 Oct 2014	14 Oct 2014	15-1	Overcoming Ineffective Habits for Division Chiefs	Virtual
9	15 Oct 2014	05 Nov 2014	15-1	Procurement for NAF Program Managers	Virtual
10	16 Oct 2014	06 Nov 2014	15-1	NAF Internal Controls	Virtual
11	24 Oct 2014	24 Oct 2014	15-3	Introduction to the Virtual Classroom	Virtual
12	27 Oct 2014	27 Oct 2014	15-1	Three Signs of a Miserable Job	Virtual
13	27 Oct 2014	27 Oct 2014	15-4	Introduction to the Virtual Classroom	Virtual
14	28 Oct 2014	28 Oct 2014	15-2	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
15	31 Oct 2014	31 Oct 2014	15-5	Introduction to the Virtual Classroom	Virtual

Nov 2014

#	Start Date	End Date	Section	Course Title	Type
16	03 Nov 2014	22 Dec 2014	15-1	Business Plan Development	Blended
17	03 Nov 2014	24 Nov 2014	15-1	Managing Workplace Conflict Workshop	Virtual
18	05 Nov 2014	17 Dec 2014	15-1	NAF Financial Management	Virtual
19	06 Nov 2014	06 Nov 2014	15-2	Overcoming Ineffective Habits for Division Chiefs	Virtual
20	06 Nov 2014	06 Nov 2014	15-3	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
21	07 Nov 2014	07 Nov 2014	15-6	Introduction to the Virtual Classroom	Virtual
22	12 Nov 2014	12 Nov 2014	15-7	Introduction to the Virtual Classroom	Virtual
23	13 Nov 2014	20 Nov 2014	15-2	Situational Leadership II for Division Chiefs	Virtual
24	13 Nov 2014	13 Nov 2014	15-4	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
25	17 Nov 2014	19 Nov 2014	15-1	Leading Teams	Virtual

26	18 Nov 2014	18 Nov 2014	15-8	Introduction to the Virtual Classroom	Virtual
27	24 Nov 2014	25 Nov 2014	15-1	Myers Briggs Type Indicator (MBTI) for Division Chiefs	Virtual
Dec 2014					
#	Start Date	End Date	Section	Course Title	Type
28	01 Dec 2014	01 Dec 2014	15-3	Overcoming Ineffective Habits for Division Chiefs	Virtual
29	01 Dec 2014	12 Dec 2014	15-1	Programming and Special Events	Residential
30	02 Dec 2014	02 Dec 2014	15-5	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
31	03 Dec 2014	03 Dec 2014	15-10	Introduction to the Virtual Classroom	Virtual
32	04 Dec 2014	04 Dec 2014	15-1	Responding to Change	Virtual
33	09 Dec 2014	09 Dec 2014	15-6	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
34	10 Dec 2014	11 Dec 2014	15-2	Myers Briggs Type Indicator (MBTI) for Division Chiefs	Virtual
35	30 Dec 2014	30 Dec 2014	15-11	Introduction to the Virtual Classroom	Virtual
Jan 2015					
#	Start Date	End Date	Section	Course Title	Type
36	06 Jan 2015	16 Jan 2015	15-1	Executive Leadership and Management For Family & MWR Division Chiefs	Residential
37	07 Jan 2015	07 Jan 2015	15-4	Overcoming Ineffective Habits for Division Chiefs	Virtual
38	08 Jan 2015	08 Jan 2015	15-2	Three Signs of a Miserable Job	Virtual
39	08 Jan 2015	08 Jan 2015	15-12	Introduction to the Virtual Classroom	Virtual
40	12 Jan 2015	12 Jan 2015	15-13	Introduction to the Virtual Classroom	Virtual
41	13 Jan 2015	13 Jan 2015	15-7	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
42	15 Jan 2015	22 Jan 2015	15-3	Situational Leadership II for Division Chiefs	Virtual
43	19 Jan 2015	09 Feb 2015	15-2	Managing Workplace Conflict Workshop	Virtual
44	20 Jan 2015	20 Jan 2015	15-8	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
45	21 Jan 2015	21 Jan 2015	15-14	Introduction to the Virtual Classroom	Virtual
46	27 Jan 2015	28 Jan 2015	15-3	Myers Briggs Type Indicator (MBTI) for Division Chiefs	Virtual
47	27 Jan 2015	27 Jan 2015	15-15	Introduction to the Virtual Classroom	Virtual
48	29 Jan 2015	19 Feb 2015	15-2	Procurement for NAF Program Managers	Virtual
49	29 Jan 2015	29 Jan 2015	15-16	Introduction to the Virtual Classroom	Virtual
Feb 2015					
#	Start Date	End Date	Section	Course Title	Type
50	02 Feb 2015	02 Feb 2015	15-17	Introduction to the Virtual Classroom	Virtual
51	02 Feb 2015	13 Feb 2015	15-1	Coaching and Management for CYS Services Training Specialists	Residential
52	03 Feb 2015	24 Mar 2015	15-2	NAF Personnel Management	Virtual
53	04 Feb 2015	25 Feb 2015	15-2	NAF Internal Controls	Virtual

54	04 Feb 2015	11 Feb 2015	15-4	Situational Leadership II for Division Chiefs	Virtual
55	04 Feb 2015	04 Feb 2015	15-9	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
56	09 Feb 2015	30 Mar 2015	15-2	Business Plan Development	Blended
57	10 Feb 2015	12 Feb 2015	15-2	Leading Teams	Virtual
58	11 Feb 2015	11 Feb 2015	15-10	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
59	17 Feb 2015	18 Feb 2015	15-4	Myers Briggs Type Indicator (MBTI) for Division Chiefs	Virtual
60	19 Feb 2015	19 Feb 2015	15-18	Introduction to the Virtual Classroom	Virtual
61	24 Feb 2015	24 Feb 2015	15-19	Introduction to the Virtual Classroom	Virtual
62	25 Feb 2015	04 Mar 2015	15-5	Situational Leadership II for Division Chiefs	Virtual
63	26 Feb 2015	09 Apr 2015	15-2	NAF Financial Management	Virtual
64	26 Feb 2015	26 Feb 2015	15-2	Responding to Change	Virtual

Mar 2015

#	Start Date	End Date	Section	Course Title	Type
65	03 Mar 2015	05 Mar 2015	15-3	Leading Teams	Virtual
66	03 Mar 2015	03 Mar 2015	15-11	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
67	04 Mar 2015	04 Mar 2015	15-20	Introduction to the Virtual Classroom	Virtual
68	10 Mar 2015	10 Mar 2015	15-12	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
69	11 Mar 2015	08 Apr 2015	15-2	Implementing the Family and MWR Delivery System	Virtual
70	12 Mar 2015	12 Mar 2015	15-21	Introduction to the Virtual Classroom	Virtual
71	16 Mar 2015	20 Mar 2015	15-1	Leadership and Management for Support Services Division Chiefs	Residential
72	19 Mar 2015	19 Mar 2015	15-2	Business Process Improvement	Virtual
73	23 Mar 2015	23 Mar 2015	15-22	Introduction to the Virtual Classroom	Virtual
74	31 Mar 2015	31 Mar 2015	15-23	Introduction to the Virtual Classroom	Virtual

Apr 2015

#	Start Date	End Date	Section	Course Title	Type
75	06 Apr 2015	27 Apr 2015	15-3	Managing Workplace Conflict Workshop	Virtual
76	07 Apr 2015	26 May 2015	15-3	NAF Personnel Management	Virtual
77	07 Apr 2015	07 Apr 2015	15-13	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
78	08 Apr 2015	08 Apr 2015	15-24	Introduction to the Virtual Classroom	Virtual
79	14 Apr 2015	14 Apr 2015	15-14	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
80	15 Apr 2015	27 May 2015	15-3	NAF Financial Management	Virtual
81	15 Apr 2015	15 Apr 2015	15-25	Introduction to the Virtual Classroom	Virtual
82	16 Apr 2015	16 Apr 2015	15-3	Responding to Change	Virtual
83	21 Apr 2015	01 May 2015	15-2	Executive Leadership and Management For Family & MWR Division Chiefs	Residential

84	22 Apr 2015	20 May 2015	15-3	Implementing the Family and MWR Delivery System	Virtual
85	27 Apr 2015	27 Apr 2015	15-26	Introduction to the Virtual Classroom	Virtual
86	30 Apr 2015	21 May 2015	15-3	Procurement for NAF Program Managers	Virtual
May 2015					
#	Start Date	End Date	Section	Course Title	Type
87	04 May 2015	15 May 2015	15-2	Programming and Special Events	Residential
88	06 May 2015	17 Jun 2015	15-2	Marketing Plans for Activity Managers	Blended
89	07 May 2015	07 May 2015	15-15	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
90	14 May 2015	14 May 2015	15-16	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
91	18 May 2015	18 May 2015	15-27	Introduction to the Virtual Classroom	Virtual
92	19 May 2015	09 Jun 2015	15-3	NAF Internal Controls	Virtual
93	26 May 2015	26 May 2015	15-28	Introduction to the Virtual Classroom	Virtual
94	28 May 2015	28 May 2015	15-3	Business Process Improvement	Virtual
Jun 2015					
#	Start Date	End Date	Section	Course Title	Type
95	04 Jun 2015	04 Jun 2015	15-29	Introduction to the Virtual Classroom	Virtual
96	09 Jun 2015	09 Jun 2015	15-17	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
97	09 Jun 2015	09 Jun 2015	15-30	Introduction to the Virtual Classroom	Virtual
98	11 Jun 2015	11 Jun 2015	15-3	Three Signs of a Miserable Job	Virtual
99	29 Jun 2015	29 Jun 2015	15-31	Introduction to the Virtual Classroom	Virtual
Jul 2015					
#	Start Date	End Date	Section	Course Title	Type
100	06 Jul 2015	27 Jul 2015	15-4	Managing Workplace Conflict Workshop	Virtual
101	07 Jul 2015	25 Aug 2015	15-4	NAF Personnel Management	Virtual
102	07 Jul 2015	07 Jul 2015	15-18	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
103	15 Jul 2015	15 Jul 2015	15-19	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
104	15 Jul 2015	15 Jul 2015	15-32	Introduction to the Virtual Classroom	Virtual
105	16 Jul 2015	16 Jul 2015	15-4	Business Process Improvement	Virtual
106	22 Jul 2015	12 Aug 2015	15-4	Procurement for NAF Program Managers	Virtual
107	23 Jul 2015	23 Jul 2015	15-33	Introduction to the Virtual Classroom	Virtual
108	30 Jul 2015	30 Jul 2015	15-34	Introduction to the Virtual Classroom	Virtual
Aug 2015					
#	Start Date	End Date	Section	Course Title	Type
109	03 Aug 2015	05 Aug 2015	15-4	Leading Teams	Virtual

110	06 Aug 2015	27 Aug 2015	15-4	NAF Internal Controls	Virtual
111	10 Aug 2015	28 Sep 2015	15-4	NAF Financial Management	Virtual
112	11 Aug 2015	11 Aug 2015	15-35	Introduction to the Virtual Classroom	Virtual
113	12 Aug 2015	12 Aug 2015	15-20	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
114	19 Aug 2015	16 Sep 2015	15-4	Implementing the Family and MWR Delivery System	Virtual
115	19 Aug 2015	19 Aug 2015	15-21	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
116	20 Aug 2015	20 Aug 2015	15-4	Three Signs of a Miserable Job	Virtual
Sep 2015					
#	Start Date	End Date	Section	Course Title	Type
117	03 Sep 2015	03 Sep 2015	15-36	Introduction to the Virtual Classroom	Virtual
118	09 Sep 2015	09 Sep 2015	15-22	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
119	10 Sep 2015	10 Sep 2015	15-4	Responding to Change	Virtual
120	14 Sep 2015	18 Sep 2015	15-1	Leadership and Management for ACS Directors	Residential
121	16 Sep 2015	16 Sep 2015	15-23	The Virtual Operation Excellence (vOPEX) Customer Service Course	Virtual
122	21 Sep 2015	02 Oct 2015	15-2	Coaching and Management for CYS Services Training Specialists	Residential

Blended Courses

(1) Course List

[Business Plan Development](#)

[Introduction to Sports Management](#)

[Marketing Plans for Activity Managers](#)

Business Plan Development

Course Description: In this open enrollment online/blended course, students will develop a comprehensive Business Plan for their Family and MWR program/activity. Students will consider financial planning, installation business environment, and market analysis. To complete the course, students will be required to demonstrate proficiency in writing a business purpose, goals, objectives, actions and contingency plans; researching team credentials; and performing competitive, customer, and SWOT analysis.

Course Details:

Target Audience: Family and MWR Program Managers

Prerequisites: [Family & MWR Orientation Course](#) (online), [Family & MWR Basic Management Course](#) (Online), [Operation Excellence – Online Customer Service Training](#), [Introduction to the Family & MWR Delivery System](#) (online), and the Applied Financial Planning Suite ([Applied Financial Planning – Retail Sales Accountability](#), [Applied Financial Planning – Breakeven Analysis](#), [Applied Financial Planning – Forecasting](#), [Applied Financial Planning –Income Statement Analysis](#)).

Recommended but Not Required Program Specific Prerequisites: [IMETS User Training](#) (online), Child Youth and School Services personnel should also complete their appropriate [Space Census Course](#) (Online) and [Mobilization and Contingency Planning](#) (Online).

Duration: 20 hours

IACET CEUs: 2

Course Manager: Kim Rodriques – kim.rodriques@us.army.mil

#	Section #	Date	Time
1	(15-1) bBP1_141103_00	03 Nov 2014 - 22 Dec 2014	00:00 - 00:00 (CT)
2	(15-2) bBP2_150209_00	09 Feb 2015 - 30 Mar 2015	00:00 - 00:00 (CT)

Introduction to Sports Management

Description: This training provides an overview of the elements Army Sports Management. It discusses the mission, components and the organization of Army Sports Programs and events. This training is designed to convey the foundations of Army Sports programs and events. Upon successful completion of this course, Army Sports recreators, both managers and operational staff should be able to communicate the mission and vision of Army Sports programs and events. The suite of course was developed to a well rounded set of knowledge in basic sports activity implementation. The courses involved in the suite were identified by the Soldier and Community Recreation Program Manager at the time of development. Completion of the course involves; completing the four Sports Management suites of the course comprised of History and Theory, Event Planning, Sports Tournaments and Rec Trac; passing all post course

examinations with a minimum passing score of 75% and writing 3 essays, one of which must include actual planning or implementing a sports activity or event. Full completion of the course earns 2 ACE college credits.

Completion of the Introduction to Sports Management Curriculum includes:

1. [Sports- History and Theory](#) (online)
2. [Sports- Event Planning](#) (online)
3. [Sports- Tournaments](#) (online)
4. [Sports- Rec Trac](#) (online)

NOTE: Students must contact the course manager at heather.k.mactavish.naf@mail.mil or call (CIV)210-466-1018; (DSN) 312-450-1018 for instructions on completing the three additional assignments.

Course Details:

Target Audience: All Family and MWR Team Members at all levels of the organization involved in planning sports and recreation events, including Recreation, Business, Hospitality Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Hours of Pre-work: Each online module takes 6 hours to complete with an additional 6 hours required when applying for ACE Credits for a total of 30. hours

Duration: 30 hours

IACET CEUs: 2.9

ACE Recommended Credits: 2 semester hours in Sports Management or Leisure Studies, in the lower division baccalaureate degree category (07/2014).

Course Manager: Heather MacTavish

Marketing Plans for Activity Managers

Course Description: This Blended six-week course teaches the fundamental elements of writing a marketing plan. During this cooperative workshop, students learn the composition of a marketing plan by actually writing a real marketing plan for their program. Method of instruction is distance learning online, which includes asynchronous threaded discussion, some blended instructions, case studies, research, group and individual assignments. Major topics covered in this course include: marketing principles and terminology; marketing responsibilities of the program manager and the installation marketing office; research needed for a marketing plan, business and program reviews; market segmentation; target market analysis; SWOT analysis (strengths, weaknesses, opportunities, threats); competitive review; writing marketing and financial goals and objectives; developing effective marketing strategies through an effective marketing mix; and implementing and evaluating the marketing plan. All topics of instruction focus on application to Family and MWR.

Course Details:

Target Audience: Family and MWR Program Managers

Prerequisites: [Family & MWR Orientation Course](#) (online), [Family & MWR Basic Management Course](#) (Online), [Operation Excellence – Online Customer Service Training](#), [Introduction to the Family & MWR Delivery System](#) (online), and the Applied Financial Planning Suite ([Retail Sales Accountability](#), [Breakeven Analysis](#), [Forecasting](#), [Income Statement Analysis](#)).

Duration: Six weeks self-paced

estimated number of prework and homework hours: Approximately 24 hours (this includes pre-work, research and exercise completion)

IACET CEU: 6

ACE Credit Recommendation: 2 semester hours in Marketing, in the lower division baccalaureate/associate degree category (09/2014).

Course Manager: Kathleen Gonzalez

#	Section #	Date	Time
1	(15-1) bMP1_141001_00	01 Oct 2014 - 12 Nov 2014	00:00 - 00:00 (CT)
2	(15-2) bMP2_150506_00	06 May 2015 - 17 Jun 2015	00:00 - 00:00 (CT)

Residential Courses

(1) Course List

[Coaching and Management for CYS Services Training Specialists](#)

[Executive Leadership and Management For Family & MWR Division Chiefs](#)

[Family and MWR Team Member Orientation \(local classroom\)](#)

[Leadership and Management for ACS Directors](#)

[Leadership and Management for Support Services Division Chiefs](#)

[OPEX \(local classroom\)](#)

[Programming and Special Events](#)

Coaching and Management for CYS Services Training Specialists

Course Description: This two (2) week classroom course is designed to strengthen the CYSS Training Specialists' ability to create an effective training program for staff and support and sustain quality curriculum and programming for children and youth. Students will examine their roles and responsibilities and develop a practical framework for integrating CYSS program standards and tools, staff training and developmentally appropriate practice. Course content includes theories of situational leadership, adult learning, coaching, and emotional intelligence. Students will practice guiding curriculum design; modeling positive interactions between staff and parents; applying evaluation tools to address issues that affect quality, availability, and affordability; and mentoring staff to achieve program and individual goals.

Course Details:

Target Audience: CYSS Specialists

Prerequisites: [Family & MWR Orientation Course](#), [Family & MWR Basic Management Course](#), [OPEX Customer Service Course Online](#) (or [Virtual](#), [Classroom](#)), [Introduction to Family & MWR-DS](#); Recommended: [CYS Space Census](#); [CYMS](#); [MAC Plan](#); [FCC Online](#)

Duration: 2 weeks

IACET CEUs: 8.1

ACE Recommended Credits: 3 semester hours in Leadership or Organizational Behavior (01/13), upper division baccalaureate degree category.

#	Section #	Date	Time
1	(15-1) rTC1_150202_08	02 Feb 2015 - 13 Feb 2015	08:00 - 17:00 (CT)
2	(15-2) rTC2_150921_08	21 Sep 2015 - 02 Oct 2015	08:00 - 17:00 (CT)

Executive Leadership and Management For Family & MWR Division Chiefs

Course Description: Sitting, experienced Family and MWR Division Chiefs, including ACS Directors, CYSS Coordinators, Business Program Directors, Recreation Division Chiefs and Support Division Chiefs, or persons performing similar duties are the target audience. In this course, students will explore the breadth and depth of the Family and MWR environment, focusing on how Family and MWR Divisions interact to deliver on the Army Family Covenant. Students will also learn effective strategies for leading and managing organizations responsive to change. The curriculum focuses on balancing the tension between long-term program goals and short-term political pressures. Topics include integrating the strategic plan, business plan and business cases, resource management, and program evaluation. The course uses a wide variety of instructional methods. Students will have the opportunity to interact with the G9 leaders and program proponents for discussion of current issues and trends and future challenges that face Family and MWR programs.

****Note****This course is a prerequisite for the Executive Development for Directors of Family and MWR Course, which is a required course for Directors of FMWR.

Course Details:

Target Audience: Experienced Family and MWR Division Chiefs

Online Prerequisites: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual, or Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

Classroom Prerequisite: Sitting Division Chiefs must have completed their functional classroom Division Chiefs course first (ACS Directors course, Rec Division Chief course, etc.) as part of the sequential and progressive career development plan in Family and MWR.

Duration: 9 Days Residential

IACET CEUs: 11.7

ACE Recommended Credits: 4 semester hours in Strategic Planning, Leadership and Management (9/09)(1/13), upper division baccalaureate degree category.

This course is a prerequisite for the Executive Development for Directors of FMWR Course, which is a required course for Directors of Family and MWR.

#	Section #	Date	Time
1	(15-1) rExDC1_150106_08	06 Jan 2015 - 16 Jan 2015	08:00 - 17:00 (CT)
2	(15-2) rExDC2_150421_08	21 Apr 2015 - 01 May 2015	08:00 - 17:00 (CT)

Family and MWR Team Member Orientation (local classroom)

Course Description: This local classroom course is delivered to the employees local installation. Course dates and times will vary by installation. Check with your local Civilian Personnel office or contact your local Customer Service Program Coordinator (CSPC) for more information on course dates and times. The course is designed to integrate new employees into the Family and MWR culture. The orientation explores Family and MWR's purpose, impact and commitment to service excellence, the role of new team members in the organization's mission and how we impact the lives of Soldiers and Families.

Course Details:

Target Audience: All new Family and MWR employees

Duration: 6 -8 hours (optional tour of garrison's Family and MWR facilities)

Leadership and Management for ACS Directors

Course Description: The ACS director must be able to conceptualize and focus on the big picture, plan and prioritize, improve performance influence, and manage resources. This course is designed to strengthen the capabilities of ACS Directors to lead and manage an organizational environment that is responsive to change. The course facilitates the ACS director in strategies to manage tensions between long-term program goals and short-term political pressures. Students will examine their own organizations to ensure

knowledge is applied to real-life challenges. Students will be able to apply leadership and management skills to effectively set a clear vision and guide the entire ACS program toward greater performance. Course objectives: Appraise personal leadership skills and compare those with a high performing leadership model to balance the responsibilities of leadership and management; Apply leadership style to improve performance and to empower. Identify opportunities to influence and create strategic alliances; Applying the cost culture model, develop a business case to justify current and future financial needs based on organizational goals; Evaluate program results against applicable Army and ACS standards and metrics and employ strategies to meet those standards and metrics; Formulate short and long-term goals for ACS programs by selecting effective objectives and determining priorities consistent with local installation and corporate goals; Anticipate and implement innovative strategies to link strategic vision to core program capabilities.

Course Details:

Target Audience: Army Community Service (ACS) Directors

Prerequisite: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual](#), or [Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

IACET CEUs: 10.1

ACE Recommended Credits: pending

#	Section #	Date	Time
1	(15-1) rACS1_150914_08	14 Sep 2015 - 18 Sep 2015	08:00 - 17:00 (CT)

Leadership and Management for Support Services Division Chiefs

Course Description: The Leadership and Management for Support Services Division Chiefs Course provides policy and guidance and is instrumental in leading people, managing change and thinking strategically. This course is designed to explore and strengthen leadership and management skills necessary to manage a garrison Family and Morale, Welfare and Recreation (FMWR) Support Services Division. Major topics include customer service, trends, leveraging resources, innovation, strategic thinking, and change management. Students will examine their own leadership styles and organizations to ensure knowledge is applied to real-life challenges. COURSE OBJECTIVES: Apply systems thinking skills to program management, identify and apply service delivery strategies, manage financial resources, manage workforce development process, apply marketing strategies, and conduct and analyze an organizational assessment.

Course Details:

Target Audience: Family & MWR Support Services Division Chiefs

Prerequisites: [Family and MWR Orientation Course](#) (Online), [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Customer Service Training Course](#) (Online), [virtual](#) or [residential](#), Applied Financial Planning Suite (Online) ([Income Statement Analysis](#); [Breakeven Analysis](#); [Retail Sales Accountability](#); [Forecasting](#)); [Budgeting in the NAF System](#); (Online); [Budget in AFP System](#) (Online) and [Introduction to the Family and MWR Delivery System](#) (Online) are required prior to being selected.

Duration: 40 hours.

IACET CEUs: pending

#	Section #	Date	Time
1	(15-1) rNSS1_150316_08	16 Mar 2015 - 20 Mar 2015	08:00 - 17:00 (CT)

OPEX (local classroom)

Course Description: This four-hour classroom course also provides an introduction to OPEX and satisfies the year-one training requirement. Taught onsite at garrisons and IMCOM headquarters, the classroom version provides the benefit of cross-functional team-building and networking opportunities. Learners develop and hand-in a written action plan for implementing learning. Either the classroom or online OPEX course should be completed within a new employee's first 30-90 days of employment. Contact your local Customer Service Coordinator for course schedule.

Programming and Special Events

Course Description: The Programming and Special Events Course is designed for FMWR Managers and staff who design, develop, and deliver FMWR programs and events. The course includes instruction on conducting needs assessments, program design, and creative/out-of-the-box/Wow! Programming, building a program team, budgeting for programs and events, promotion, partnering for success, and measuring program success. Also included is the Tom Peter's WOW Projects! methodology. THIS COURSE INCLUDES EVENING AND WEEKEND HOMEWORK ASSIGNMENTS. Course Goal: Students will be able to successfully plan and deliver a variety of programs and special events, resulting in an increase in customer-driven programming and improved quality of programs and events.

Course Details:

Target Audience: Family and MWR Program Managers and Staff (NF03 -05/APF equivalent) who design, develop, and deliver Family and MWR programs and events

Prerequisites: Family and MWR Basic Management Course (Online), Family and MWR Orientation (Online), Introduction to the Family and MWR Delivery System (Online), Operation Excellence – Customer Service Training Part 1 – Foundation Course (Online)

IACET CEUs: 9.4

ACE Recommended Credits: 3 semester hours in Marketing Communications and 3 semester hours in Public Relations, in the lower-division baccalaureate/associate degree category (07/2014).

#	Section #	Date	Time
1	(15-1) rPSE1_141201_08	01 Dec 2014 - 12 Dec 2014	08:00 - 17:00 (CT)
2	(15-2) rPSE2_150504_08	04 May 2015 - 15 May 2015	08:00 - 17:00 (CT)

Virtual Classroom Courses

(1) Course List

[Business Process Improvement](#)

[Implementing the Family and MWR Delivery System](#)

[Introduction to the Virtual Classroom](#)

[Leading Teams](#)

[Managing Workplace Conflict Workshop](#)

[Myers Briggs Type Indicator \(MBTI\) for Division Chiefs](#)

[NAF Financial Management](#)

[NAF Internal Controls](#)

[NAF Personnel Management](#)

[Overcoming Ineffective Habits for Division Chiefs](#)

[Procurement for NAF Program Managers](#)

[Responding to Change](#)

[Situational Leadership II for Division Chiefs](#)

[The Virtual Operation Excellence \(vOPEX\) Customer Service Course](#)

[Three Signs of a Miserable Job](#)

Prerequisites for all Virtual Classroom Courses

[Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual, or Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

[Login to our site](#) and register for a class. We are waiting for you!

Business Process Improvement

Course Description: Have you ever wondered why American's vote on Tuesday instead of Saturday? Do you have ideas on ways to improve business processes in your workplace? Well... if the answer to both these questions is yes, then you'll want to participate in this

interactive virtual class on methods to define, substantiate and execute business process improvements in your workplace.

Course Details:

Target Audience: Family and MWR Program Managers

Duration: 2 hours

#	Section #	Date	Time
1	(15-1) Thursday vPI1_141002_07	02 Oct 2014	07:00 - 09:00 (CT)
2	(15-2) Thursday vPI2_150319_18	19 Mar 2015	18:00 - 20:00 (CT)
3	(15-3) Thursday vPI3_150528_10	28 May 2015	10:00 - 12:00 (CT)
4	(15-4) Thursday vPI4_150716_13	16 Jul 2015	13:00 - 15:00 (CT)

Implementing the Family and MWR Delivery System

Course Description: The Virtual Course, Implementing the Family and MWR Delivery System provides the practical hands-on experience necessary to apply the Delivery System process in efficiently providing programs for Soldiers and Families at the Garrison. This five (5) week VIRTUAL course is designed to build knowledge, skills, and abilities required to assemble and develop successful high performing teams, analyze and interpret MIS reports, and identify and fill unmet needs in Family and MWR-DS programs using the Key Result Areas (KRAs). Finally, students will develop a plan to implement the delivery system process to meet their identified needs.

Course Details:

Target Audience: Family and MWR Program Managers

Prerequisites: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual, or Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

Duration: Live online sessions will be conducted once a week for five (5) weeks. Each session is two (2) hours in length. You'll participate via the Defense Connect Online (DCO) platform plus a teleconference for audio.

Estimated hours of Prework/Homework: 3 hours/week = 15 hours

IACET CEUs: 1.8

ACE Credit Recommendation: 2 semester hours in Operations Management, in the upper division baccalaureate degree category (07/2014).

#	Section #	Date	Time
1	(15-1) Thu vDS1_141009_07	09 Oct 2014 - 06 Nov 2014	07:00 - 09:00 (CT)
2	(15-2) Wed vDS2_150311_13	11 Mar 2015 - 08 Apr 2015	13:00 - 15:00 (CT)
3	(15-3) Wed vDS3_150422_10	22 Apr 2015 - 20 May 2015	10:00 - 12:00 (CT)
4	(15-4) Wed vDS4_150819_18	19 Aug 2015 - 16 Sep 2015	18:00 - 20:00 (CT)

Introduction to the Virtual Classroom

Course Description: In this 1 hour interactive course the student will have a guided tour through the basic tools to successfully navigate in the Virtual Classroom. Students will have a chance to use the tools as they relate to the various School for Family and MWR Virtual Classrooms.

Course Details:

Target Audience: All Family and MWR Employees

Duration: 1 hour

#	Section #	Date	Time
1	(15-1) Wednesday vIN1_141001_07	01 Oct 2014	07:00 - 08:00 (CT)
2	(15-2) Monday vIN2_141006_18	06 Oct 2014	18:00 - 19:00 (CT)
3	(15-3) Friday vIN3_141024_13	24 Oct 2014	13:00 - 14:00 (CT)
4	(15-4) Monday vIN4_141027_07	27 Oct 2014	07:00 - 08:00 (CT)
5	(15-5) Friday vIN5_141031_10	31 Oct 2014	10:00 - 11:00 (CT)
6	(15-6) Friday vIN6_141107_13	07 Nov 2014	13:00 - 14:00 (CT)
7	(15-7) Wednesday vIN7_141112_17	12 Nov 2014	17:00 - 18:00 (CT)
8	(15-8) Tuesday vIN8_141118_18	18 Nov 2014	18:00 - 19:00 (CT)
9	(15-10) Wednesday vIN10_141203_07	03 Dec 2014	07:00 - 08:00 (CT)
10	(15-11) Tuesday vIN11_141230_18	30 Dec 2014	18:00 - 19:00 (CT)
11	(15-12) Thursday vIN12_150108_07	08 Jan 2015	07:00 - 08:00 (CT)
12	(15-13) Monday vIN13_150112_10	12 Jan 2015	10:00 - 11:00 (CT)
13	(15-14) Wednesday vIN14_150121_13	21 Jan 2015	13:00 - 14:00 (CT)
14	(15-15) Tuesday vIN15_150127_07	27 Jan 2015	07:00 - 08:00 (CT)
15	(15-16) Thursday vIN16_150129_18	29 Jan 2015	18:00 - 19:00 (CT)
16	(15-17) Monday vIN17_150202_07	02 Feb 2015	07:00 - 08:00 (CT)
17	(15-18) Thursday vIN18_150219_07	19 Feb 2015	07:00 - 08:00 (CT)
18	(15-19) Tuesday vIN19_150224_17	24 Feb 2015	17:00 - 18:00 (CT)
19	(15-20) Wednesday vIN20_150304_13	04 Mar 2015	13:00 - 14:00 (CT)
20	(15-21) Thursday vIN21_150312_18	12 Mar 2015	18:00 - 19:00 (CT)
21	(15-22) Monday vIN22_150323_18	23 Mar 2015	18:00 - 19:00 (CT)
22	(15-23) Tuesday vIN23_150331_07	31 Mar 2015	07:00 - 08:00 (CT)
23	(15-24) Wednesday vIN24_150408_18	08 Apr 2015	18:00 - 19:00 (CT)
24	(15-25) Wednesday vIN25_150415_10	15 Apr 2015	10:00 - 11:00 (CT)
25	(15-26) Monday vIN26_150427_10	27 Apr 2015	10:00 - 11:00 (CT)
26	(15-27) Monday vIN27_150518_10	18 May 2015	10:00 - 11:00 (CT)
27	(15-28) Tuesday vIN28_150526_18	26 May 2015	18:00 - 19:00 (CT)
28	(15-29) Thursday vIN29_150604_07	04 Jun 2015	07:00 - 08:00 (CT)
29	(15-30) Tuesday vIN30_150609_13	09 Jun 2015	13:00 - 14:00 (CT)
30	(15-31) Monday vIN31_150629_13	29 Jun 2015	13:00 - 14:00 (CT)
31	(15-32) Wednesday vIN32_150715_18	15 Jul 2015	18:00 - 19:00 (CT)
32	(15-33) Thursday vIN33_150723_13	23 Jul 2015	13:00 - 14:00 (CT)
33	(15-34) Thursday vIN34_150730_10	30 Jul 2015	10:00 - 11:00 (CT)

34	(15-35) Tuesday vIN35_150811_18	11 Aug 2015	18:00 - 19:00 (CT)
35	(15-36) Thursday vIN36_150903_07	03 Sep 2015	07:00 - 08:00 (CT)

Leading Teams

Course Description: In this virtual classroom, students will explore the leaders role in evaluating a team's performance against an effective high performance model, moving teams through the stages of team development, developing actions to overcome the five dysfunctions of a team, and analyzing the role team members play on a team in order to use their strengths in gaining a competitive edge for the organization and bolster team member commitment. Discover how this approach can unleash a team's full potential and foster leader skills that support meaningful team improvement.

Goal: Learners will be able to recognize the characteristics of a high performing team, assess their dysfunctions and stage of development, and apply appropriate actions to move the team effectively through the stages of development and mitigate any dysfunctions.

Course Details:

Target Audience: Family and MWR Program Managers

Prerequisites: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual, or Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

Duration: 2 DCO sessions (4 hours)

IACET CEUs: 1.9

#	Section #	Date	Time
1	(15-1) Mon, Wed vLT1_141117_17	17 Nov 2014 - 19 Nov 2014	17:00 - 19:00 (CT)
2	(15-2) Tue, Thu vLT2_150210_07	10 Feb 2015 - 12 Feb 2015	07:00 - 09:00 (CT)
3	(15-3) Tue, Thu vLT3_150303_13	03 Mar 2015 - 05 Mar 2015	13:00 - 15:00 (CT)
4	(15-4) Mon, Wed vLT4_150803_10	03 Aug 2015 - 05 Aug 2015	10:00 - 12:00 (CT)

Managing Workplace Conflict Workshop

Course Description: In this workshop students will reframe the way they think about conflict. Most people hold beliefs and assumptions about the nature of conflict and how it will be resolved. You will learn to build a mental map that will serve as your guide for making moment-to-moment choices about how to better handle conflict situations and how to manage conflict between two of your team members.

Course Details:

Target Audience: Family and MWR Program Managers; although all Family and MWR Employees are encouraged to take this workshop.

Prerequisites: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY, [Family and MWR Basic Management Course](#) (Online), [Operation Excellence – Online, Virtual, or Classroom Customer Service Training](#), and [Introduction to the Family and MWR Delivery System](#) (Online). [Introduction to the Virtual Classroom](#) is NOT a prerequisite, but it is recommended.

Duration: The four sessions for this workshop are:-Session 1: [Managing Workplace Conflict \(Necessary Knowledge\)](#) to be taken on our website Monday-noon Friday the first week of class-Session 2: Self mediation or conflict between you and someone else (using DCO and phone during scheduled class time)
-Sessions 3 and 4: Managerial mediation or conflict between two of your team members using DCO and phone during scheduled class time)

IACET CEUs: 0.7

Course Manager: Leza Chryssovergis

#	Section #	Date	Time
1	(15-1) Mon vWC1_141103_07	03 Nov 2014 - 24 Nov 2014	07:00 - 09:00 (CT)
2	(15-2) Mon vWC2_150119_13	19 Jan 2015 - 09 Feb 2015	13:00 - 15:00 (CT)
3	(15-3) Mon vWC3_150406_18	06 Apr 2015 - 27 Apr 2015	18:00 - 20:00 (CT)
4	(15-4) Mon vWC4_150706_10	06 Jul 2015 - 27 Jul 2015	10:00 - 12:00 (CT)

Myers Briggs Type Indicator (MBTI) for Division Chiefs

Course Description: The Myers Briggs Type Indicator® is the most widely used personality instrument in the world. When validated and professionally interpreted it can help students understand themselves and their preferred learning style and assess their leadership skills. It can also help identify strengths and areas for development in communication, handling conflict, interactions with others, and self management. Temperament theory, which is based on the results of the MBTI®, provides further exploration of observable differences in behavior. It focuses on the strengths these differences bring to the table. It can also help to increase individuals' confidence in the gifts and strengths they bring to the workplace and recognize how to use the gifts and strengths of others to create a more satisfying and effective workplace environment. In this VIRTUAL classroom, students will complete the MBTI® instrument on line, validate their type and temperament, and examine their personal leadership style and its influence on the organization. Based on self awareness, they will identify actions to adjust leadership style to improve team outcomes.

Course Details:

Target Audience: Family and MWR Division Chiefs or those performing similar duties, Program Managers on a space available basis. This course is a prerequisite for the residential Leadership and Management for Division Chiefs courses.

Prerequisites: [Family & MWR Orientation Course](#) (online), [Family & MWR Basic Management Course](#) (Online), [Operation Excellence – Online Customer Service Training](#), [Introduction to the Family & MWR Delivery System](#) (online)

Duration: 4 hours/2 weeks (2 DCO Sessions)

Estimated number of Pre-work and Homework hours: 7

IACET CEUs:7

#	Section #	Date	Time
1	(15-1) Mon, Tue vMB1_141124_18	24 Nov 2014 - 25 Nov 2014	18:00 - 20:00 (CT)
2	(15-2) Wed, Thu vMB2_141210_07	10 Dec 2014 - 11 Dec 2014	07:00 - 09:00 (CT)
3	(15-3) Tue, Wed vMB3_150127_10	27 Jan 2015 - 28 Jan 2015	10:00 - 12:00 (CT)
4	(15-4) Tue, Wed vMB4_150217_13	17 Feb 2015 - 18 Feb 2015	13:00 - 15:00 (CT)

NAF Financial Management

Course Description: This course provides the practical hands-on experience necessary to recognize and apply financial management processes required to successfully operate a non-appropriated fund (NAF) program. This seven (7) week Virtual course will apply Family and MWR financial management processes to increase student proficiency in Interpreting regulations and operating guidance, analyzing income statements, calculating and identifying labor and other operating expenses, and formulating an annual operating budget (AOB).

Course Details:

Duration: 7 weeks (7 DCO Sessions)

Estimated number of Pre-work and Homework hours: 19 hours

IACET CEUs: 5.4

ACE Recommended Credits: In the upper division baccalaureate degree category, 3 semester hours in Financial Management.

#	Section #	Date	Time
1	(15-1) Wed vFM1_141105_13	05 Nov 2014 - 17 Dec 2014	13:00 - 15:00 (CT)
2	(15-2) Thu vFM2_150226_07	26 Feb 2015 - 09 Apr 2015	07:00 - 09:00 (CT)
3	(15-3) Wed vFM3_150415_18	15 Apr 2015 - 27 May 2015	18:00 - 20:00 (CT)
4	(15-4) Mon vFM4_150810_10	10 Aug 2015 - 28 Sep 2015	10:00 - 12:00 (CT)

NAF Internal Controls

Course Description: The NAF Internal Controls course is a four (4) week virtual classroom course designed to provide program managers with the knowledge and skills to effectively apply methods of control in everyday program management. During this course we will review the effective methods of control in everyday management of programs and review the internal Control Process in accordance with established laws and regulations. Students will examine various standards and policies to deter fraud, waste and abuse, and assess risks to protect assets. As a result of taking this course, students will be able to select and apply the appropriate techniques, tools, devices, checks, and balances to ensure "what should happen or should not happen does or does not happen" during day-today operations.

Course Details:

Duration: 8 hours/4 weeks (4 DCO Sessions)

Estimated number of Pre-work and Homework hours: 22 hours

IACET CEUs: 2.9

ACE Recommended Credits: In the upper division baccalaureate degree category, 1 semester hour in Financial Management, Auditing.

#	Section #	Date	Time
1	(15-1) Thu vIC1_141016_13	16 Oct 2014 - 06 Nov 2014	13:00 - 15:00 (CT)
2	(15-2) Wed vIC2_150204_07	04 Feb 2015 - 25 Feb 2015	07:00 - 09:00 (CT)
3	(15-3) Tue vIC3_150519_18	19 May 2015 - 09 Jun 2015	18:00 - 20:00 (CT)
4	(15-4) Thu vIC4_150806_10	06 Aug 2015 - 27 Aug 2015	10:00 - 12:00 (CT)

NAF Personnel Management

Course Description: Course Description: Students will explore non-appropriated fund (NAF) personnel management processes focusing on how Family and MWR Program Managers can hire the best people and implement practices, maximizing efficiency and productivity in their programs. Course content includes hiring: analyzing the different generations of our workforce, the relationship to our hiring practice, and creating perceptible assessment criteria; selecting: reviewing and developing a hiring/interview matrix and best practices for checking references; onboarding: establishing a realistic model to onboard new employees for your program/facility and creating realistic job standards; and managing performance: giving frequent feedback, evaluating performance and rewarding top performers, and conducting disciplinary actions. We will also be looking at employee rights and the manager's responsibilities in relation to Workers' Compensation and Equal Employment Opportunity (EEO).

Course Details:

Target Audience: Family and MWR Program Managers

Prerequisites: [Family & MWR Orientation Course](#) (Online), [Team Member Orientation \(TMO\)](#) for new team members ONLY,

Family and MWR Basic Management Course (Online), Operation Excellence – Online, Virtual, or Classroom Customer Service Training, and Introduction to the Family and MWR Delivery System (Online). Introduction to the Virtual Classroom is NOT a prerequisite, but it is recommended.

Duration: Live online sessions will be conducted once a week for eight (8) weeks. Each session is two (2) hours in length. You'll participate via the Defense Connect Online (DCO) platform plus a teleconference for audio.

Estimated hours of Pework/Homework: 3 hours/week = 24 hours

IACET CEUs: 3.9

ACE Credit Recommendation: 3 semester hours in Human Resources Management, in the upper division baccalaureate degree category (07/2014).

#	Section #	Date	Time
1	(15-1) Tue vPM1_141007_10	07 Oct 2014 - 02 Dec 2014	10:00 - 12:00 (CT)
2	(15-2) Tue vPM2_150203_18	03 Feb 2015 - 24 Mar 2015	18:00 - 20:00 (CT)
3	(15-3) Tue vPM3_150407_07	07 Apr 2015 - 26 May 2015	07:00 - 09:00 (CT)
4	(15-4) Tue vPM4_150707_13	07 Jul 2015 - 25 Aug 2015	13:00 - 15:00 (CT)

Overcoming Ineffective Habits for Division Chiefs

Course Description: This course is based on the book What Got You Here Won't Get You There by Marshall Goldsmith. Students will explore the twenty leadership habits in the book and how these habits impact on an organization. Students will then relate those same habits to their own leadership attributes and the impact on leading teams by analyzing and communicating strengths and areas for development.

Course Details:

Duration: 2 hours/1 week (1 DCO Session)

Estimated number of Pre-work and Homework hours: 4

IACET CEUs: 0.8

#	Section #	Date	Time
1	(15-1) Tuesday vOH1_141014_07	14 Oct 2014	07:00 - 09:00 (CT)
2	(15-2) Thursday vOH2_141106_10	06 Nov 2014	10:00 - 12:00 (CT)
3	(15-3) Monday vOH3_141201_13	01 Dec 2014	13:00 - 15:00 (CT)
4	(15-4) Wednesday vOH4_150107_17	07 Jan 2015	17:00 - 19:00 (CT)

Procurement for NAF Program Managers

Course Description: Learners will examine the various methods for acquiring goods and services needed to operate a non-appropriated fund (NAF) program in the most efficient, cost-effective manner and in accordance with established laws and regulations. Topics include Acquisition Planning, Specifications, Funding Sources, Procurement Methods, Contract Monitoring and Close-out.

Course Details:

Target Audience: Family and MWR Program Managers or others whose duties include procurement for Family and MWR programs

Prerequisites: Family & MWR Orientation Course (Online), Team Member Orientation (TMO) for new team members ONLY, Family and MWR Basic Management Course (Online), Operation Excellence – Online, Virtual, or Classroom Customer Service Training, and Introduction to the Family and MWR Delivery System (Online).

Duration: 8 hours/ 4 weeks (4 DCO Sessions)

Estimated number of Pre-work and Homework hours: 18 hours

IACET CEUs: 7

ACE Credit Recommendation: 3 Semester hours in the upper division baccalaureate degree category in procurement and procurement management (9/2014)

#	Section #	Date	Time
1	(15-1) Wed vPR1_141015_07	15 Oct 2014 - 05 Nov 2014	07:00 - 09:00 (CT)
2	(15-2) Thu vPR2_150129_13	29 Jan 2015 - 19 Feb 2015	13:00 - 15:00 (CT)
3	(15-3) Thu vPR3_150430_10	30 Apr 2015 - 21 May 2015	10:00 - 12:00 (CT)
4	(15-4) Wed vPR4_150722_18	22 Jul 2015 - 12 Aug 2015	18:00 - 20:00 (CT)

Responding to Change

Course Description: Responding to changes explores the effective and flexible ways to respond to change and the change style preferences of individuals. The exploration is developed around understanding the Change Style Indicator (CSI) which measures the different ways individuals respond to change. The Change Style Indicator, (CSI) is designed to capture an individual's preferences in approaching change and in dealing with situations involving change. The CSI can assist in better understanding one's response to new situations and to changes in existing situations. It allows for increased flexibility and increased effectiveness of one's response to change, while also enhancing an understanding of the reactions of others. Participants will learn strategies to manage response to change and its consequences, manage conflict, appreciate contributions that each change style offers to teams, increase productivity through awareness and effective response to change, and respond to the needs of others in a way that enhances collaboration and builds the team.

Course Details:

Duration: 2 hours

IACET CEUs: 0.4

#	Section #	Date	Time
1	(15-1) Thursday vRC1_141204_17	04 Dec 2014	17:00 - 19:00 (CT)
2	(15-2) Thursday vRC2_150226_13	26 Feb 2015	13:00 - 15:00 (CT)
3	(15-3) Thursday vRC3_150416_18	16 Apr 2015	18:00 - 20:00 (CT)
4	(15-4) Thursday vRC4_150910_07	10 Sep 2015	07:00 - 09:00 (CT)

Situational Leadership II for Division Chiefs

Course Description: Situational Leadership II (SLII) is a model for developing individuals, over time, so they can reach their highest level of performance on a specific goal or task. It is a process for helping individuals become self-motivated and self-directed. SLII is based on the relationship between an individual's development level on a specific goal or task and the leadership style (direction and support) the leader provides. Effective leadership lies in matching the appropriate leadership style to the individual's development level. Students will complete the Leadership Behavioral Analysis II (LBAII) online assessment that measures participant's leadership style as it relates to flexibility and effectiveness. In this VIRTUAL classroom students will 1) Discover ways to open up communication—increase the frequency and quality of conversations about performance and development, 2) Help others develop competence and commitment, 3) Teach others how to provide their own direction and 4) Value and honor differences.

Course Details:

Target Audience: Family and MWR Division Chiefs based on the following priority: A) Sitting/Acting Division Chief, B) Division Chiefs who previously completed the Division Level Residential Course, but did not get SLII, C) Sitting Director of FMWR, D)

IMCOM G9 Supervisors.

Prerequisites: Introduction to the Virtual Classroom (Recommended not Required)

Duration: 6 hours (Three, 2-hour DCO Sessions)

Estimated number of Pre-work and Homework hours: 6

IACET CEUs: 1.2

#	Section #	Date	Time
1	(15-2) Tue, Thu vSL2_141113_13	13 Nov 2014 - 20 Nov 2014	13:00 - 15:00 (CT)
2	(15-3) Tue, Thu vSL3_150115_07	15 Jan 2015 - 22 Jan 2015	07:00 - 09:00 (CT)
3	(15-4) Mon, Wed vSL4_150204_10	04 Feb 2015 - 11 Feb 2015	10:00 - 12:00 (CT)
4	(15-5) Mon, Wed vSL5_150225_18	25 Feb 2015 - 04 Mar 2015	18:00 - 20:00 (CT)

The Virtual Operation Excellence (vOPEX) Customer Service Course

Course Description: This course adds a fresh technology and communication perspective to the traditional OPEX classroom course. Family and MWR team members from even the most remote areas can now connect globally with their colleagues through this two-hour, interactive course based on the promises of the Family and MWR Employee and Customer Covenant and the eight C.U.S.T.O.M.E.R. techniques.

Child & youth program assistants could team up with life-guards and club servers on Defense Connect Online (DCO) on a computer and toll-free phone conferencing to talk about what makes a positive customer service experience, and how should we handle dissatisfied customers, etc.

#	Section #	Date	Time
1	(15-1) Wednesday vOX1_141008_08	08 Oct 2014	08:00 - 10:00 (CT)
2	(15-2) Tuesday vOX2_141028_15	28 Oct 2014	15:00 - 17:00 (CT)
3	(15-3) Thursday vOX3_141106_17	06 Nov 2014	17:00 - 19:00 (CT)
4	(15-4) Thursday vOX4_141113_08	13 Nov 2014	08:00 - 10:00 (CT)
5	(15-5) Tuesday vOX5_141202_13	02 Dec 2014	13:00 - 15:00 (CT)
6	(15-6) Tuesday vOX6_141209_19	09 Dec 2014	19:00 - 21:00 (CT)
7	(15-7) Tuesday vOX7_150113_10	13 Jan 2015	10:00 - 12:00 (CT)
8	(15-8) Tuesday vOX8_150120_14	20 Jan 2015	14:00 - 16:00 (CT)
9	(15-9) Wednesday vOX9_150204_17	04 Feb 2015	17:00 - 19:00 (CT)
10	(15-10) Wednesday vOX10_150211_19	11 Feb 2015	19:00 - 21:00 (CT)
11	(15-11) Tuesday vOX11_150303_07	03 Mar 2015	07:00 - 09:00 (CT)
12	(15-12) Tuesday vOX12_150310_10	10 Mar 2015	10:00 - 12:00 (CT)
13	(15-13) Tuesday vOX13_150407_13	07 Apr 2015	13:00 - 15:00 (CT)
14	(15-14) Tuesday vOX14_150414_17	14 Apr 2015	17:00 - 19:00 (CT)
15	(15-15) Thursday vOX15_150507_18	07 May 2015	18:00 - 20:00 (CT)
16	(15-16) Thursday vOX16_150514_19	14 May 2015	19:00 - 21:00 (CT)
17	(15-17) Tuesday vOX17_150609_08	09 Jun 2015	08:00 - 10:00 (CT)

18	(15-18) Tuesday vOX18_150707_10	07 Jul 2015	10:00 - 12:00 (CT)
19	(15-19) Wednesday vOX19_150715_11	15 Jul 2015	11:00 - 13:00 (CT)
20	(15-20) Wednesday vOX20_150812_14	12 Aug 2015	14:00 - 16:00 (CT)
21	(15-21) Wednesday vOX21_150819_10	19 Aug 2015	10:00 - 12:00 (CT)
22	(15-22) Wednesday vOX22_150909_08	09 Sep 2015	08:00 - 10:00 (CT)
23	(15-23) Wednesday vOX23_150916_14	16 Sep 2015	14:00 - 16:00 (CT)

Three Signs of a Miserable Job

Course Description: Whether you are a supervisor or manager trying to engage and motivate your people, or an employee looking for fulfillment in your work; this session presents a revolutionary yet simple model for making any job more rewarding and fulfilling. Upon completing this session, participants will be able to analyze the factors that influence the way individuals perform to determine the impact of performance/conduct issues, and identify actions for eliminating potential misery from employees' jobs.

Course Details:

Target Audience: All Family and MWR Employees

Duration: 2 hours

IACET CEUs: 0.4

#	Section #	Date	Time
1	(15-1) Monday vMJ1_141027_13	27 Oct 2014	13:00 - 15:00 (CT)
2	(15-2) Thursday vMJ2_150108_10	08 Jan 2015	10:00 - 12:00 (CT)
3	(15-3) Thursday vMJ3_150611_07	11 Jun 2015	07:00 - 09:00 (CT)
4	(15-4) Thursday vMJ4_150820_18	20 Aug 2015	18:00 - 20:00 (CT)

eLearning Courses

(7) Course List

[Applied Financial Planning – Retail Sales Accountability](#)

[Applied Financial Planning – Breakeven Analysis](#)

[Applied Financial Planning – Forecasting](#)

[Applied Financial Planning –Income Statement Analysis](#)

[Army FCC Online – FCC Central Enrollment Registry \(CER\)](#)

[Army FCC Online – FCC Directors](#)

[Army FCC Online – FCC Providers](#)

[Bowling Basics](#)

[Child and Youth Management System \(CYMS\)](#)

[Commercial Sponsorship](#)

[CYSS Accountability and Supervision](#)

[CYSS Mobilization and Contingency Planning](#)

[CYSS Reducing the Risk of Child Abuse in Army CYSS Settings](#)

[CYSS Space Census – Child Development Center \(CDC\)](#)

[CYSS Space Census – Coordinators](#)

[CYSS Space Census – Family Child Care \(FCC\)](#)

[CYSS Space Census – School Age/Middle School/Teen \(SA/MS/T\)](#)

[Family and MWR Basic Management Course](#)

[Family and MWR Budgeting and APF Support](#)

[Family and MWR Budgeting in the NAF System](#)

[Family and MWR Orientation \(online\)](#)

[Food Sanitation Refresher](#)

[IMETS User Training](#)

[Introduction to BOSS](#)

Introduction to the Family and MWR Delivery System

Managing Workplace Conflict: Necessary Knowledge (Session 1 of 4)

Marketing Plans for Activity Managers (Short Version – No Assignment)

Non-Appropriated Funds (NAF) Basic Contracting

NRPA – Inclusive Recreation Training Series

Operation Excellence – Customer Service Training (online)

School Liaison Support Officers

ServSafe Alcohol®

ServSafe® Food Handler

ServSafe® Manager

Sports – Event Planning

Sports – History and Theory

Sports – Rec Trac

Sports – Tournaments

Applied Financial Planning – Retail Sales Accountability

Course Description: This course consists of 1 module that will introduce the student to methods used to control resale inventory. Throughout this course, students will be given the opportunity to practice inventory analysis skills by analyzing data for various programs at the fictitious Fort Anywhere installation. Given operating data and a scenario, students will be asked to identify the trend, determine possible causes, and suggest management action.

Course Details:

Target Audience: Family and MWR Activity / Program Managers.

Duration: 5 hours.

IACET CEUs: 0.4

ACE Recommended Credits: 2 semester hours in Finance (1/06)(9/09) (1/13), lower division baccalaureate/associate degree category.

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Applied Financial Planning – Breakeven Analysis

Course Description: This course consists of one (1) module. Students will be introduced to breakeven analysis as a management tool and learn how to calculate the breakeven point using both the formula and box method. Students will also be introduced to contribution margin and how it is used to determine either the dollars required or the number of units that need to be sold to breakeven. Throughout this course, students will be given the opportunity to practice breakeven analysis skills through a variety of scenarios.

Course Details:

Target Audience: Family and MWR Activity / Program Managers.

Duration: 5 hours.

IACET CEUs: 0.4

ACE Recommended Credits: 2 semester hours in Finance (1/06)(9/09) (1/13), lower division baccalaureate/associate degree category.

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Applied Financial Planning – Forecasting

Course Description: This course consists of two (2) modules. Students will be given an overview of forecasting and how it is used in financial planning. Students will also learn the process and techniques involved in preparing a forecast and will be given the opportunity to practice forecasting.

Course Details:

Target Audience: Family and MWR Activity / Program Managers.

Duration: 5.5 Hours

IACET CEUs: 0.8

ACE Recommended Credits: 2 semester hours in Finance (1/06)(9/09) (1/13), lower division baccalaureate/associate degree category.

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Applied Financial Planning –Income Statement Analysis

Course Description: This course consists of three (3) modules that will introduce the student to the process of reviewing the income statement and analyzing data to diagnose trends in Sales, Other Operating Income, Other Income, Total Revenue, Cost of Goods Sold, Labor Cost, Other Operating Expenses, Other Expenses, Depreciation, and Net Income. Throughout this course, students will be given the opportunity to practice analysis skills by analyzing data for various programs at the fictitious Fort Anywhere installation. Given operating data and a scenario, students will be asked to identify the trend, determine possible causes, and suggest management action.

Course Details:

Target Audience: Family and MWR Activity / Program Managers.

Duration: 14 hours

IACET CEUs: 3.4

ACE Recommended Credits: 2 semester hours in Finance (1/06)(9/09) (1/13), lower division baccalaureate/associate degree category.

****NOTE**** In order to obtain the 2 hour ACE credit recommendation, students must complete ALL four of the Applied Financial Planning Online Courses (Breakeven, Forecasting, Retail Sales Accountability and Income Statement Analysis). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army FCC Online – FCC Central Enrollment Registry (CER)

Course Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes. This course will guide Central Enrollment Staff through the process of how to use Army FCC Online as a search tool to explore Family Child Care availability at each installation. CER staff members will learn to navigate Army FCC Online to showcase to parents the quality and uniqueness of each Provider's home.

Course Details:

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include: FCC Directors, FCC Training and Curriculum Specialist and Central Enrollment Registry clerks. Other CYSS managers, trainers, specialists and lead Child and Youth Program Assistants (CYPAs) as well as any Family and MWR managers who would like to learn more about the Army FCC Online.

Duration: 2 hours

IACET CEUs: 0.3

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army FCC Online – FCC Directors

Course Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes, helping to maximize enrollment through a website tool that FCC Directors can help Providers become successful at marketing their FCC homes and manage their vacancies.

Course Details:

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include: FCC Directors, FCC Training and Curriculum Specialists and Central Enrollment Registry clerks.

Duration: 4 hours

IACET CEUs: 0.8

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration (1/08)(1/11).

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Army FCC Online – FCC Providers

Course Description: This course discusses how Army FCC Online provides parents and potential patrons with up-to-date information about FCC homes. This course will assist FCC Providers in developing and uploading their Provider Profile in Army FCC Online. Provider Profiles will be designed to showcase the quality and uniqueness of each Provider's home helping Providers successfully market their home business and manage vacancies through a website tool.

Course Details:

Target Audience: All FCC Providers (independent contractors) and CYSS Family Child Care staff, to include FCC Directors, FCC Training and Curriculum Specialists and Central Enrollment Registry clerks. Other CYSS managers, trainers, specialist, and lead Child and Youth Program Assistants (CYPAs); as well as any Family and MWR managers who would like to learn more about the Army FCC online.

Duration: 2 hours

IACET CEUs: 0.4

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 1 semester hour in Business Administration.

****NOTE**** In order to obtain the 1 hour ACE credit recommendation, students must complete ALL three FCC Online courses (Directors, Providers & CER). Please contact the Family and MWR Academy for a certificate reflecting completion of all courses.

Bowling Basics

Course Description: Bowling Basics provides information on the origin and history of bowling, bowling center structures, bowling basics and bowling center safety. Bowling basics provides information to include how to select and hold the ball, why bowling shoes are important, and how to begin your approach before you release the ball.

Course Details:

Target Audience: Bowling Business Managers

Duration: 4 hours

IACET CEUs: 0.3

Child and Youth Management System (CYMS)

Course Description: The MWR CYMS (Child and Youth Management System) course provides an overview of what CYMS is, who uses CYMS and why CYMS is important to CYS and the Army mission. Module one provides students with information on CYMS functions to include navigation techniques using the CYMS menu bar, function buttons, and hot buttons. It also details useful keys and shortcuts to performing daily functions within CYMS. Module two consists of interactive simulations on entering a household, issuing a PASS, enrolling children in classes and running CYMS reports. The knowledge checks test your skills in performing these functions.

Course Details:

Target Audience: Family and MWR Staff who uses CYMS software.

Duration: 4 hours

IACET CEUs: 0.4

Commercial Sponsorship

Course Description: The Family and MWR Commercial Sponsorship Course is aimed at giving Family and MWR Commercial Sponsorship professionals the skills they need to run a successful sponsorship program. This eight module course covers all aspects of commercial sponsorship in Family and MWR from history and regulations to pricing methods to writing successful proposals.

Course Details:

Target Audience: Commercial Sponsorship Program Managers and Marketing Staff

Duration: 15 hours

IACET CEUs: 1.4

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Hospitality Management or Marketing and Sales.

CYSS Accountability and Supervision

Course Description: In this open enrollment online course, students will review SAFER practices to apply CYS Services accountability regulations, standards and requirements to ensure child and youth accountability and supervision while children and youth participate in Army Child and Youth programs.

Course Objectives:

Relate the importance of child and youth accountability in Army CYS Services settings

Describe child and youth accountability roles and responsibilities in Army CYS Services settings

Identify sign-in/sign-out, face to name & child release procedures

Illustrate ways to use optimal room layout, staff positioning and other practices to achieve visual supervision and child/youth accountability in various environments

Apply protocols for child and youth accountability during emergency situations (e.g., drills for shelter in place, fire, tornado, etc.), field trips, during times of movement and during staff transition.

Course Details:

Target Audience: Child, Youth and School Services employees

Duration: 1 hours

IACET CEUs: 0.1

CYSS Mobilization and Contingency Planning

Course Description: This online course teaches CYSS staff how to ensure continued care and supervision for children and youth during deployments, natural disasters, and emergencies. Based on the highly-regarded MAC Workbook and consultation with a variety of experts, the CYSS Mobilization and Contingency Course is designed as a practical exercise for developing an actual Mobilization and Contingency (MAC) Plan. A student interactively analyzes the local Garrison environment, develops a plan, then learns how to monitor, implement, and evaluate it. Expanded course information includes prevention and containment strategies for a pandemic outbreak.

Course Details:

Target Audience: CYSS Management Personnel

Duration: 4 hours

IACET CEUs: 1.5

ACE Recommended Credits: 1 semester hours in Business Administration, in the lower division baccalaureate degree category (01/11)

CYSS Reducing the Risk of Child Abuse in Army CYSS Settings

Course Description: Reducing the Risk of Child Abuse in Army CYS Settings provides valuable insight for anyone that may work with children. This course provides information on how to identify child abuse inside and outside of our own facilities and how to keep Army children safe. The course will review Army guidance, child abuse identification, child abuse reporting and appropriate interactions with children.

Course Details:

Target Audience: Child, Youth and School Services and FMWR employees that may work with children.

Duration: 1 hour

CYSS Space Census – Child Development Center (CDC)

Course Description: The CYSS Space Census: CDC course provides information on the CYSS Space Census in general and the CDC Space Census in particular. By taking the course, students gain a better understanding of the Space Census and learn how to complete a successful Space Census for Child Development programs. The Space Census includes four types of calculations: Actual Capacity, Adjusted Design Capacity, Operational Space Capacity, and Compensatory Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains four modules, with a total 11 lessons,

each requiring 30-45 minutes to complete.

Course Details:

Target Audience: CYSS Directors and others with an interest in; or need to know how to conduct a space census.

Duration: 6-8 hours

IACET CEUs: 1.1

CYSS Space Census – Coordinators

Course Description: The CYSS Space Census: Coordinators course provides information on the CYSS Space Census in general, and overviews of the individual CDC, FCC and SA/Y/Teen Center Space Censuses. The course also examines the roles and responsibilities of the CYSS Coordinator and the CYSS Space Census Team. By taking the course, students gain a better understanding of each program Space Census and the CYSS Coordinator's role in leading the CYSS team through the Space Census process, evaluating the resulting data, and making program decisions based on the results. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains two modules, with a total 9 lessons, each requiring 30-45 minutes to complete.

Course Details:

Target Audience: CYSS Coordinators, Directors, Managers and other with an interest in; or need to know how to conduct a space census.

Duration: 5-7 hours

IACET CEUs: 1.0

CYSS Space Census – Family Child Care (FCC)

Course Description: The CYSS Space Census: FCC course provides information on the CYSS Space Census in general and the FCC Space Census in particular. By taking the course, students gain a better understanding of the Space Census and learn how to complete a successful Space Census for Family Child Care programs. The Space Census includes four types of calculations: System & Cumulative Capacity, Actual Capacity, Operational Space Capacity, and Target Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains three modules, with a total 9 lessons, each requiring 30-45 minutes to complete.

Course Details:

Target Audience: CYSS Directors, Managers and others with an interest in; or need to know how to conduct a space census.

Duration: 5-7 hours

IACET CEUs: 0.8

CYSS Space Census – School Age/Middle School/Teen (SA/MS/T)

Course Description: The CYSS Space Census: SA/MS/T course provides information on the CYSS Space Census in general and the SA/MS/T Space Census in particular. By taking the course, students gain a better understanding of the Space Census and learn how to complete a successful Space Census for School Age, Middle School and Teen programs. The Space Census includes four types of calculations: Actual Capacity, Adjusted Design Capacity, Operational Space Capacity, and Compensatory Space Capacity. This course provides plenty of coaching and hands-on practice completing the various Space Census worksheets. The course contains four modules, with a total 12 lessons, each requiring 30-45 minutes to complete.

Course Details:

Target Audience: CYSS Directors and others with an interest in; or need to know how to conduct a space census.

Duration: 7-9 hours

Family and MWR Basic Management Course

Course Description: Successful management of an installation Family and MWR program requires a new Family and MWR manager to possess a basic knowledge of Army Family and MWR philosophy, policies, and procedures. This course will familiarize the new Family and MWR manager with this basic knowledge. It has been targeted for all new Family and MWR managers/employees who have fiscal and program management responsibilities and are assigned to a management position for the first time. If you are new to the U.S. Army and to Family and MWR management responsibilities, this course is essential in helping you understand your work environment.

Course Details:

Target Audience: Family and MWR Managers

Duration: 120 hours online (20 hours internet/web reference work)

IACET CEUs: 12

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, three (3) semester hours in Human Resources, Business Administration, or Management.

Family and MWR Budgeting and APF Support

Course Description: This course consists of two (2) modules. All managers – whether in child development, arts and crafts, clubs, golf, or any of the myriad of Family and MWR activities – must prepare budgets that forecast and document the requirements to operate their program. Students will be introduced to the NAF budgeting process to include the elements of NAF budget submissions, approval process and NAF budgetary constraints. Students will also gain an overall knowledge of APF budging and execution cycle, how APF flows under UFM and identify the Management Decision Packages (MDEPs) that fund Family and MWR programs. In the second module students will learn how to determine budget requirements, prepare the Manager's Budget Narrative, quantify the budget requirements and determine the funding source for those requirements.

Course Details:

Target Audience: Family and MWR Managers

Duration: 3 hours

IACET CEUs: 1.7

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Budget Management.

****NOTE**** In order to obtain 2.0 Semester hours, users are required to complete this course, along with the Family and MWR Budgeting in the NAF System online course.

Family and MWR Budgeting in the NAF System

Course Description: This course consists of two (2) modules. Students will be introduced to the use of FMBS to complete the three budget inputs (AOB, CPMC, and APF/NAF 5-Year Plan) required of operating managers. Students will gain an overall knowledge of how to identify the operating areas that must be forecasted to complete the AOB, calculate the value of specific revenues and expenses, and describe how to enter revenues and expenses into the AOB portion of the FMBS. Students will also be able to describe how to enter data into the CPMC budget and the Five-Year Financial Plan.

Course Details:

Target Audience: Family and MWR Managers

Duration: 3 hours

IACET CEUs: 2.0

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Budget Management.

****NOTE**** In order to obtain 2.0 Semester hours, users are required to complete this course along with the Family and MWR Budgeting and APF Support online course.

Family and MWR Orientation (online)

Course Description: The Family and MWR Orientation course is a requirement for everyone in Family and MWR to complete. If you are new to the U.S. Army and/or to Family and MWR, this course is essential in helping you understand your work environment. If you have been working in this environment for some time already, you may find interesting tidbits of information in the modules that you may not have known previously. The four modules offered in the Orientation course provide a good overview of both the U.S. Army and the Non-appropriated Funds Instrumentality (NAFI) known as "Family and Morale, Welfare and Recreation (MWR)".

Course Details:

Target Audience: All Family and MWR Employees

Duration: 4 hours

Food Sanitation Refresher

Course Description: This is REFRESHER course and NOT a replacement for the standard National Restaurant Association (NRA) ServSafe® course or similar course provided by your Garrison/Installation in safe food handling. This course is to be used annually to meet continuing education requirements for Food and Beverage/CYSS Managers, Chefs and Cooks in compliance with TB Med 530. If you need initial Sanitation training, please enroll in "Food Safety ServSafe® Manager Online (including Chefs)" course.

This course will review proven sanitation policies and techniques – Importance of Food Safety; Roles and Responsibilities for Safe Food Handling; Recognizing the Threats and Concerns; Hygiene, Work Habits, and Terms; Time and Temperature; Clean and Sanitize; Keeping Food Safe; Catering and Field Feeding; Serving the Food; and Shellfish.

****Note****Your transcript must reflect a valid certificate of completion issued by the NRAR or like source prior to enrollment. If you have taken and successfully completed a food sanitation course through your Garrison/Installation or other approved provider, you may add this training as a User-Added Learning Event and have it verified by your supervisor so it will reflect on your transcript.

Course Details:

Target Audience: This course is targeted at those who have had initial Sanitation Training and need to meet annual continuing education requirements for Food and Beverage/CYSS employees in compliance with TB Med 530.

Prerequisites: Food Safety ServSafe® Manager Online (including Chefs)

Duration: 4 hours

IMETS User Training

Description: This training explains how to use IMETS, a web-based software system that provides an automated Family and MWR manning document. The manning document is available in near-real time and assists in managing and tracking the Family and MWR workforce. This training provides plenty of coaching and hands-on practice using the software. There are 16 lessons, each requiring about 10-15 minutes to complete.

Course Details:

Target Audience: Garrison IMETS Administrators and any Family and MWR Program Manager who wants to learn about how the Family and MWR Manning document is managed.

Duration: 4 hours

IACET CEUs: 0.4

Introduction to BOSS

Course Description:

The course is designed to provide a brief overview of MWR and a more in-depth view of the BOSS Program. It discusses history, mission, components, administration, budget, marketing, and the organization of BOSS. At the end of the course, the student will be able to describe the key roles and responsibilities of BOSS team members and apply the course practical exercises to administer their BOSS programs. This course covers administering BOSS Programs; effective communication; special events planning; marketing BOSS; meeting management; deployment; cash controls budget preparation and reconciliation; and how all these functions interrelate to successfully execute and implement BOSS program components and the three BOSS pillars.

Course Objectives: The course objective is to provide a brief overview of MWR and a more in-depth view of the BOSS Program. It discusses history, mission, components, administration, budget, marketing, and the organization of BOSS. At the end of the course, the student will be able to describe the key roles and responsibilities of BOSS team members and apply the course practical exercises to administer their BOSS programs. This course covers administering BOSS Programs; effective communication; special events planning; marketing BOSS; meeting management; deployment; cash controls budget preparation; and reconciliation and how all these functions interrelate to successfully execute and implement BOSS program components and the three BOSS pillars.

Build an action plan to network and build partnerships within your installation com

Course Details:

Target Audience: BOSS Presidents, Senior Enlisted Advisors, Soldiers involved in the BOSS Program, Family and MWR Advisors. Prerequisites

Duration: 20 hours

IACET CEUs: 2

ACE Credit Recommendation: 2 semester hours in business administration, in the lower division baccalaureate degree category (07/2014).

Introduction to the Family and MWR Delivery System

Course Description: The Family and MWR Delivery System (DS) is designed to foster the delivery of integrated, customer-focused programs geared to each Garrison's unique needs. By understanding customers and offering programming to meet their needs, Family and MWR-DS can increase patron opportunities in a cost-effective manner, while making more efficient use of facilities and incorporating non-facility based programming. This course will provide Family and MWR employees with an understanding of Family and MWR-DS and its benefits to the organization.

Course Details:

Target Audience: All Family and MWR employees at all levels of the organization, including Recreation, Business, Lodging, Child, Youth and School Services; ACS; or any Family and MWR Support Service.

Duration: 1 hour

IACET CEUs: 0.2

ACE Recommended Credits: NA

Managing Workplace Conflict: Necessary Knowledge (Session 1 of 4)

Course Description: Course Description: This is Session 1 of the Managing Workplace Conflict Workshop (blended), an elective course for Family and MWR Program Managers. It has to be completed before Session 2. The course identifies the necessary knowledge of conflict in order to complete the virtual instructor-led training with Academy faculty. Students will reframe how they think about conflict moving from disagreement/conflict to agreement/cooperation by identifying conciliatory gestures to move to breakthrough.

PLEASE NOTE: You have to request enrollment in [Managing Workplace Conflict Workshop](#) (blended); completion of this eLearning class DOES NOT constitute enrollment in the blended workshop.

Course Details:

Target Audience: Anyone enrolled in Managing Workplace Conflict Workshop (blended) and All Family and MWR employees

Duration: 1 hour

Marketing Plans for Activity Managers (Short Version – No Assignment)

Course Description: Marketing Plans for Activity Managers (Short Version – no assignments) Students will review the fundamental marketing principles associated with creating a marketing plan. Students will explore marketing principles, terminology, and the roles and responsibilities for marketing your program. Students will also take a broad look at what sections you need to include in a Family and MWR marketing plan. Students will gain a better understanding of marketing and how it applies to their “Family and MWR world.”

Course Details:

Target Audience: Family and MWR Activity Managers

Duration: 6 hours

Non-Appropriated Funds (NAF) Basic Contracting

Course Description: This course is designed to provide information on Government contracting as part of the acquisition process, the rules of Appropriated and Non-appropriated Fund contracting, areas of responsibilities in NAF contracting, NAF procurement processes for small (simplified) purchasing, NAF contracting methods, NAF contracting administrative matters, simplified purchasing, NAF contracting administration, and forms used for contracting.

This is a self-paced course. A pre-course requirement for Army personnel applying for the Procurement for the NAF Program Managers course. Other Family and MWR program managers also take this course to understand basic contracting procedures, terms, and regulatory guidance.

Course Details:

Target Audience: NAF Contracting personnel. Other military service branches NAF employees can take this course.

Duration: 7.5 hours

IACET CEUs: 2.0

ACE Recommended Credits: In the lower division baccalaureate/associate degree category, 2 semester hours in Acquisition, General Business, Procurement, or Purchasing.

NRPA – Inclusive Recreation Training Series

Course Description: This course will provide you with the fundamental information needed to recognize the purpose, best practices, and long-term benefits of inclusive recreation. Students will explore the Americans with Disabilities Act (ADA), and the history and definitions of inclusive recreation. This course made up of two (2) online courses offered through the National Recreation and Park Association (NRPA). Students who enroll in the Academy course will be required to complete 1. NRPA – Introduction to Inclusive Recreation 2. Next Steps: Inclusive Recreation Planning Course. Please note that the course is hosted online through the NRPA's website. Once your enrollment request in the Training Series has been approved by the Academy, you will receive an email with NRPA enrollment instructions. Upon completion of the course, students are required to provide a copy of their certificate of completion for both courses to the Academy.

Course Details:

Target Audience: All Family and MWR Team Members at all levels, including Recreation, Business, Hospitality, Lodging, Child, Youth and School Services, ACS, and Family and MWR Support Services.

Operation Excellence – Customer Service Training (online)

Course Description: Operation Excellence is Family and MWR's standardized customer service training. Family and MWR is committed to providing service excellence to our Soldiers and Families that matches the quality of their service and sacrifice. OPEX online can be used as the initial Customer Service training for a new employee or as a FY refresher if it has not been taken at any other time.

NOTE**This course contains streaming video in all modules. We have received reports that the video is being blocked at some installations. If you are unable to load the videos contained in the course, please notify incom.academy@us.army.mil

Course Details:

Target Audience: All Family and MWR employees

Duration: 4 hours

IACET CEUs: 0.4

School Liaison Support Officers

Course Description: This course is a set of four (4) self-paced modules and one asynchronous module designed to familiarize the new School Liaison Officer with the responsibilities of the position.

Course Details:

Target Audience: Installation School Liaison Officers (Approval from course manager is required)

Hours of Pre-work/Homework: 1-2 hours

Duration: This course includes 5 modules:

1. School Support Services – Experiences (self-paced)
2. School Support Services – The Army Community (self-paced)
3. School Support Services – The Basics (self-paced)
4. School Support Services – The School Community (self-paced)
5. School Liaison Officer (SLO) Completion Grade (asynchronous)

Course Manager: Nanette Pigg

ServSafe Alcohol®

Course Description: The National Restaurant Association (NRA) ServSafe® Alcohol Online Course is non progressive course that offers the most current and comprehensive alcohol safety that is consistent and critical to Family and MWR workforce in Alcohol Law and Your Responsibility.

Alcohol Law and Your Responsibility

Your Responsibility as a Seller or Server of Alcohol

The Role of the Liquor Authority

Laws Restricting Alcohol Service

Recognizing and Preventing Intoxication

Alcohol and the Body

Factors that Affect Blood Alcohol Content (BAC)

Assessing Intoxication: Counting Drinks

Assessing Intoxication: Observing Guests for Signs of Intoxication

The Importance of Observation and Communication

Preventing Guests from Becoming Intoxicated

Checking Identification

Acceptable Forms of Identification

Verifying Identification

The Proper Procedure for Checking IDs

Dealing with a Fake ID

Handling Difficult Situations

Handling Intoxicated Guests: Stopping Service

Handling Intoxicated Guests: Arriving and Departing

Handling Potentially Violent Situations and Illegal Activities

Documenting Incidents.

Practice test is included to help and prepare students for the certification examination. Course meets the standards set forth on in the AR 215-1, 10-8d, as initial and annual training. Course is approved for Family and MWR workforce serving alcohol. Course access keys are centrally funded by School for Family and MWR must be completed within ninety (90) days of course access key activation. A ServSafe® Alcohol Certificate will be awarded upon course completion with a score of 75% or higher.

Course Details:

Target Audience: Food and Beverage Managers, Bar Managers, Bartenders and anyone that may serve alcohol in their operations.

Duration: 4 hours

Notes: This course requires Instructor approval

ServSafe® Food Handler

Course Description: The National Restaurant Association (NRA) ServSafe® Food Safety Online Course is non progressive course that offers the most current and comprehensive food safety training to Family and MWR workforce in five (5) key areas in Food Handling are: Basic Food Safety, Personal Hygiene, Cross-contamination & Allergens, Time & temperature, and Cleaning & Sanitation. Course access keys are centrally funded by School for Family and MWR. Course and assessment must be completed within sixty (60) days of course access key activation. Course is interactive and self directed with a non-proctored 40 question assessment at the end. A ServSafe® Food Handlers Certificate link will be provided upon course completion with a passing score of 75% or higher

Course Details:

Target Audience: This course is designed for frontline employees that serve food and beverages to our customers.

Duration: 60-90 minutes

Notes: This course requires Instructor approval

ServSafe® Manager

Course Description: The National Restaurant Association (NRA) ServSafe® Manager Online Course is non progressive course that offers the most current and comprehensive food safety training to Family and MWR Managers and Chefs in Sanitation, The Flow of Food through the Operation, and Sanitary Facilities and Pest Management. Course meets the standards set forth on TB Med 530 for a 4 year training certification. To stay current, Food Sanitation Refresher course is required after three years from taking this course. Course is

interactive covering the critical food safety preparing managers for hundred (100) questions timed and proctored (by NRA certified proctor) assessment. Course Access Keys are centrally funded by School for Family and MWR. Course and assessment must be completed within ninety (90) days of course access key activation. ServSafe® Manager Certificate will be awarded after a successful completion of course and assessment with a passing score of 75% or higher. Target audience: Course is designed to target managers (Chefs, Sous Chefs, Business Managers, Operation Managers, Cooks, and CYSS Directors) who manage and/or serve food and beverages.

Course Details:

Target Audience: This course is designed for Managers, Chefs, Sous Chefs, CYSS Directors and Cooks.

Duration: 8 hours

Notes: This course requires Instructor approval

Sports – Event Planning

Course Description: This training provides a comprehensive overview of MWR Events planning not only sports events but for all Family and MWR events. It guides users through the processes of event design to customer market analysis, risk assessment, implementation, and post event celebration. Upon successful completion of this course Army Recreators should be able to successfully prepare and execute innovative and productive FMWR events. To receive ACE recommended college credits, students must enroll in the blended Introduction to Sports Management course, complete this online course, and write one, two page essays addressing Sports Event Planning. Please contact the School for Family and MWR for more information.

Course Details:

Target Audience: Family and MWR staffs who work in adult and youth sports and recreation programs

Duration: 6 hours

IACET CEUs: 0.3

Sports – History and Theory

Course Description: This course provides a framework for the Army recreators to examine the role of sports in the lives of Soldiers and family members and the direct link between sports and the readiness and well-being of America's Army. Specifically, the course content explores the history and theory of sports with an overview of the rise of modern sports and its impact on American Society and the military; the origins and structure of Army sports today; and the five-level Army Sports Program concept. Anyone who is eligible to register in the FMWR Academy Online website is eligible for admission into this course. However, the target audience is FMWR staffs who work in adult and youth sports and recreation programs. This course section consists of 3 modules which take approximately 6 hours to complete. To receive full college ACE recommended credits, students must take Sports History and Theory plus write one, two page essays. The last module is titled "Sports Fun" which has one lesson that is a game entitled "Sports Millionaire3." Participants enjoy the challenge of this lesson! Course launched in FY 07.

Course Details:

Target Audience: Family and MWR staffs who work in adult and youth sports and recreation programs

Duration: 6 hours

IACET CEUs: 1.1

Sports – Rec Trac

Course Description: This course addresses the basic knowledge and utilization of the Army RecTrac system. The many benefits and tools that are available for Army recreator is explained with examples provided. A brief tutorial demonstrates the advantages of the usage of the RecTrac system. To receive ACE recommended college credits, students must enroll in the blended Introduction to Sports Management course and complete this online course. Please contact the School for Family and MWR for more information.

Course Details:

Target Audience: Family and MWR staffs who work in adult and youth sports and recreation programs

Duration: 6 hours

IACET CEUs: 0.3

Sports – Tournaments

Course Description: This course was designed to educate Army sports personnel and provide them with the tools and process to design and implement effective sports tournaments. Many new Army sports employees do not have the skills and knowledge base to conduct quality tournaments. This on line course provides the methods and examples to provide extramural leisure and intramural tournaments for adults and youth sports programs. To receive ACE recommended college credits, students must enroll in the blended Introduction to Sports Management course, complete this online course, and write one, two page essays addressing Sports Tournaments. Please contact the School for Family and MWR for more information.

Course Details:

Target Audience: Family and MWR staffs who work in adult and youth sports and recreation programs

Duration: 6 hours

IACET CEUs: 0.6

Curriculum Listing

(1) Sub Topics

Division Chiefs' Curriculum

Executive Leadership Course

Foundation Courses

Program Managers' Curriculum

Division Chiefs' Curriculum

Description: The Division Chiefs' Curriculum is designed to allow current Family and MWR Division Chiefs to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division. The Curriculum consist of three (3) Virtual courses, eLearning prerequisites, and will culminate with a one (1) week Resident Classroom Course. The entire Curriculum will focus on organizational challenges and opportunities for leaders. Major topics include financial management, marketing, leveraging resources, property, organizational awareness, and information management. Students will examine their own leadership styles and organizations to ensure knowledge is applied to real-life challenges that impact the programs within Family and MWR. Students will be challenged to think critically and apply lessons learned throughout the curriculum during the resident phase.

Goal: The Division Chiefs' Curriculum is a practical hands-on curriculum designed to explore and strengthen leadership and management skills necessary to manage a garrison level Family and MWR Division.

Target Audience: Current/Acting Family and MWR Division Chiefs or personnel performing similar duties at GS 11-13 or NAF 4-5 grade levels.

Prerequisites: Students who wish to participate in the Division Chiefs' Curriculum must complete the following prerequisites prior to requesting enrollment in any of the curriculum core courses:

Applied Financial Planning Suite (Online)

Breakeven Analysis

Forecasting

Income Statement Analysis

Retail Sales Accountability

Foundation Courses

[Introduction to the Virtual Classroom](#) (recommended)

Hours of Pre-work/Homework: 15 hours Pre-work / 10 hours Homework

Curriculum Core Courses:

Courses listed below can be completed in any order. Once the Core courses have been completed, the student is ready to attend the residential course. Students must complete The Division Chiefs' Curriculum in the same fiscal year they began the curriculum.

NOTE: Curriculum Core Courses may have additional prerequisites prior to requesting enrollment.

The three (3) Core Courses will be taken using Defense Connect Online (DCO) as a Virtual Classroom Course. Multiple sections and times are available for enrollment.

[Myers Briggs Type Indicator \(MBTI\)](#)

[Situational Leadership II](#)

[Overcoming Ineffective Habits for Division Chiefs](#)

NOTE: If you have already attended a Division Level Course prior to 2013, but did not have an opportunity to complete the three (3) Core Courses listed above, students may then apply independent of the curriculum based off the following priority and space available: A) Sitting/Acting Division Chief, B) Division Chiefs who previously completed the Division Level Residential Course, but did not get virtual courses, C) Sitting Director of FMWR, D) IMCOM G9 Supervisors.

Resident Course: (1 week / 40 hours):

Students MUST request enrollment in their respective Residential Leadership and Management Division Level Course prior to requesting enrollment in any of the Curriculum Core Courses. These courses have been recommended for college credit by the American Council on Education.

[Army Community Service \(ACS\)](#)

[Business Operations Division \(BOD\)](#)

[Child, Youth, and School Services \(CYSS\)](#)

[Community Recreation Division \(CRD\)](#)

[Support Services Division \(SSD\)](#)

Executive Leadership Course

Executive Leadership and Management For Family & MWR Division Chiefs

Foundation Courses

The Foundation Courses are a suite of courses designed to enable every Family and MWR team member to establish the base knowledge necessary to start them on the right path toward career success. Each course introduces critical components of organizational operations, structure, and processes that will help new employees value and connect to organizational goals. All of the foundation courses should be completed before applying for residential, virtual classroom and/or blended courses.

Goal: Provide all Family and MWR team members with a baseline of knowledge that will encourage and strengthen them on a long-term meaningful career path in Family and MWR.

Course Completion Schedule

The following three (3) courses are required for ALL Family and MWR employees regardless of program area or grade.

[Family & MWR Orientation Course \(Online\)](#)- This course must be completed within the first 30 days of employment by all employees.

[Team Member Orientation* \(TMO\) \(Local Classroom\)](#)- This residential classroom course is conducted at your local installations and should be completed within the first 30-90 days of employment.

[Operation Excellence – Customer Service Training \(Local Classroom or Online\)](#) – This course can be completed online or at your local installation in the classroom, but it must be done within the first 3 months of employment.

The following two (2) courses are required for ALL Family and MWR Program Managers, Division Chiefs, and Directors at the NF3 and above or GS equivalent.

[Family & MWR Basic Management Course \(Online\)](#)- This course is required for all Program Managers and above. It should be completed within the first 6 months of employment.

[Introduction to the Family and MWR Delivery System \(Online\)](#) This course is required for all Program Managers and above. It should be completed within the first eighteen (18) months of hire.

Please see [IMCOM 350-1](#) for more information on training requirements.

*NOTE: TMO is required for all NEW Employees who have been hired at a new duty station within the past 18 months. Employees who have been at their duty location more than 18 months are strongly encouraged to attend a TMO course.

Program Managers' Curriculum

The Program Managers' Curriculum is designed to build knowledge, skills, and abilities that are applied to managing any Family and MWR program. The Curriculum consists of five (5) virtual classroom courses and

two (2) blended courses. Each course is standalone and can be taken in any order and on any timeframe; excluding the Business Plan Development course, which is the capstone course.

Curriculum Goal: The Program Managers' Curriculum provides the practical hands-on experience necessary to interpret policy, apply command guidance, and identify processes necessary to manage a Family and MWR program.

Curriculum Target Audience: Family & MWR Program Managers (Army Community Service, Community Recreation, Business Operations, Child Youth & School Services, and Support Services Division) or personnel performing similar duties at grade NF3 through NF4 or GS 7-12 who manage a garrison level Family & MWR program.

Curriculum Enrollment Procedures: Students who are interested in completing the Program Managers Curriculum should review and complete the curriculum prerequisites, review each course in the curriculum, select one (or more) of the courses listed in the curriculum and request enrollment (see list of curriculum courses below), once all required curriculum courses have been completed, then request enrollment and complete the curriculum capstone course.

Curriculum Prerequisites: Students who wish to participate in the Program Managers Curriculum must complete the following curriculum prerequisites prior to requesting enrollment in any of the curriculum core courses:

[Foundation Courses](#)

[Introduction to the Virtual Classroom](#) (recommended)

NOTE: Individual courses may have additional prerequisites not listed as part of the curriculum. See www.imcomacademy.com for more information.

Curriculum Core Courses: Courses in the curriculum can be completed in any order other than the curriculum capstone. Students should ensure they read and understand each course requirements prior to requesting enrollment.

[Implementing the Family and MWR Delivery Systems \(Virtual\)](#)

[Marketing for Activity Managers \(Blended\)](#)

[NAF Financial Management \(Virtual\)](#)

[NAF Internal Controls \(Virtual\)](#)

[NAF Personnel Management \(Virtual\)](#)

[Procurement for NAF Program Managers \(Virtual\)](#)

Curriculum Capstone: Students may request enrollment in the Program Managers Curriculum capstone course following successful completion of all Curriculum Core Courses.

[Business Plans \(Blended\)](#)