**CF 53   Health System Administration & Health System Specialist   APPENDIX H COURSE DESCRIPTIONS FOR HEALTH SYSTEM ADMINISTRATION  HEALTH SYSTEM SPECIALIST & INTERN PROGRAM**

**1. GENERAL ORIENTATION.** This orientation should cover the usual things an employee new to the organization needs to know, e.g., location of restrooms, operation of copy machines, use of local personal computer systems, etc. (Source: OJT/Local) (Time Varies)

**2. EMPLOYMENT ORIENTATION.** An orientation to employment in the federal service. It should acquaint the new intern generally with the federal employment system to include: employee benefits, standards of conduct, and security requirements. (Source: OJT/Local) (Time Varies)

**3. ORGANIZATION OF THE U.S. GOVERNMENT.** A short introduction to the federal government and how it operates, including the federal hierarchy and a very general overview of applicable laws and directives. (Source: OJT/Local) (Time Varies)

**4. ORGANIZATION OF THE AMEDD.** A brief overview of the mission and organization of the AMEDD, to include the relationship of the OTSG to the MEDCOM, the DENCOM, and the VETCOM. It will include an overview of the Regional Medical Command structure and the functions of Medical Activities, Dental Activities, Veterinary Activities, and laboratory and research facilities. (Source: OJT/Local) (Time Varies)

**5. ORIENTATION TO THE EMPLOYING OFFICE.** An orientation to the mission and functions of the employing office to include office correspondence procedures, signature authorities, suspense actions, and other administrative procedures. (Source: OJT/Local) (Time Varies)

**6. INTERN LEADERSHIP DEVELOPMENT.** Teaches interns about: the U.S. Army organization and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development, decision making, and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction, and motivation, and when to use the appropriate style; individual values and how they affect decisions and professional ethics. (Source: CAL) (40 hours)

**7. SUPERVISOR DEVELOPMENT COURSE.** Presents first time supervisory personnel with the basic knowledge of civilian personnel administration procedures and techniques. Supervisors must complete this correspondence course before enrolling in the Leadership Education and Development Course, #12 below. (Source: AIPD and INTERNET-course number 131F21; the URL is <http://cpol.army.mil/library/train/courses/>)

**8. FUNDAMENTALS OF GOVERNMENT CONTRACTING.** Fundamentals is an initial broad-overview course concerning Government contracting. The information covered is done in "critical-point" fashion. The critical points needed (as a minimum) to function effectively. The course covers some unique topics (e.g., the Government's people; ethics; how to find contract law; overriding contract concepts; etc.) Fundamentals covers a vast amount of information and attempts to do it in an easily digestible checklist manner. (Source: Varies) (32 hours)

**9. INTERN DEVELOPMENTAL ASSIGNMENT ACS FOR HEALTH POLICY.** Structured training at MEDCOM designed to increase the intern's knowledge of health policy and policy formulation. Includes specialized work experiences and projects that gradually increase in complexity and scope to approach those performed by journeymen level Health Systems Specialists. (Source: MEDCOM) (Time Varies)

**10. TRICARE FINANCIAL MANAGEMENT EDUCATION PROGRAM.** Provides training in TRICARE budgeting, contracting, enrollment-based capitation, information requirements of managed care, Bid Price Adjustment, resource sharing, and the use of various automated planning and information tools. (Source: TRICARE Management Agency) (5 days)

**11. CONTRACTING OFFICER'S REPRESENTATIVE COURSE.** This course provides the student with an overall view of the contracting process with the major emphasis in contract administration. This course DOES NOT CERTIFY individuals to be CORs. This course is designed to meet the DRAFT Federal Standards for formal training of CORs. (Source: ALMC) (40 hours)

**12. LEADERSHIP EDUCATION AND DEVELOPMENT COURSE.** Develops and hones leadership skills of supervisors. Focus on situational leadership, motivation, communication, performance counseling, conflict management, team building, problem solving, values and ethics, and system theory. See Course #7 above. (Source: Local) (40 hours)

**13. PERSONNEL MANAGEMENT FOR EXECUTIVES.** Presents a broad perspective of personnel management in relation to the total management function, the relationship of operating as staff officials in the discharge of personnel management responsibilities, and the current and projected developments in personnel administration. (Source: AMSC) (72 hours)

**14. ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES.** Trains DA civilians (GS-13/GS-15) in leadership doctrine of the Army. Identifies, explains, and demonstrates the leadership skills and competencies required to perform at the key manager level. (Source: CAL) (80 hours)

**15. FEDERAL BUDGETARY POLICY & PROCESSES.** The process for funding government programs has become extremely competitive in an environment with increasing political pressure on the overall Federal budget. Program managers and budget professionals need an up-to-date understanding of this new environment to successfully prepare and defend their budget requests. This seminar begins with an overview of the political, macroeconomic, and policy forces affecting the Federal budget, and then moves to an in-depth explanation of how to prepare a winning budget request. In the second week, seminar participants engage in an intensive simulation of the full budget process from initial preparation and defense to final Congressional action. (Source: ESC) (80 hours)

**16. PROFESSIONAL ASSOCIATIONS.** Provides a wide range of training opportunities in healthcare delivery issues in seminars lasting one to three days. (Source: American College of Healthcare Executives, Medical Group Management Association, American Hospital Association, state hospital associations, and others.) (Time varies)

**17. TEAM BUILDING AND TEAM LEADERSHIP.** This seminar focuses on the fundamental team skills necessary to work effectively in an organization's new team-oriented environment. This seminar recognizes the need for different, more collaborative responses to the situations supervisors and managers face in their organizations. The seminar will examine and apply basic techniques to foster commitment, increase trust, empower people, and create synergy for goal accomplishment. (Source: OPM) (40 hours)

**18. SEMINAR FOR NEW MANAGERS.** Addresses managerial issues of concern to newer managers, concentrating on the knowledge and skills needed for a successful transition into the management role. (Source: ESC) (80 hours)

**19. MANAGEMENT DEVELOPMENT SEMINAR.** Examines management topics relevant to successful, experienced managers by focusing on the manager's role in ensuring organizational effectiveness. (Source: ESC) (80 hours)

**20. EXECUTIVE DEVELOPMENT SEMINAR.** Explores the leadership roles of senior managers and executives, emphasizing complex internal issues. (Source: ESC) (80 hours)

**21. UNIVERSITY SPONSORED TRAINING.** Provides training in university programs (full-time or part-time) which fulfill government needs. (Source: Varies by educational institution selected) (4 to 12 months)

**22. SUSTAINING BASE LEADERSHIP AND MANAGEMENT.** Presents strategies, doctrine, functional relationships, and systems relevant to the Total Army with emphasis on the sustainment base. Specifically, knowledge of military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics management, installation management, information management, management techniques, personnel management systems, health and fitness, communicative arts, and program analysis and evaluation for GS-12s through GS-14s. (Source: AMSC) (12 weeks)

**23. DEVELOPMENTAL ASSIGNMENT HQ MEDCOM, LEAD AGENT, OR RMC.** Structured training at an installation designed to put into practice job skills learned in the classroom. Includes specialized work experiences and projects that gradually increase in complexity and scope to approach those performed by a senior level Health System Specialist. (Source: Station/Installation) (Time varies)

**24. ARMY CONGRESSIONAL FELLOWSHIP PROGRAM.** Army Congressional fellows receive instruction and hands-on experience in a congressional office through training and developmental activities including three weeks of intensive briefings on the operations and organization of the U.S. Congress; a full-time assignment on the staff of a member, committee, or support agency or organization of the U.S. Congress; and, frequent seminars during the work assignment on Capitol Hill. (Source: CPOC) (15 Months)

**25. SECRETARY OF THE ARMY RESEARCH AND STUDY FELLOWSHIP.** Fellowships may be awarded to include study and research at institutions of higher learning or in comparable educational or research environments which best support the project. Proposed projects must indicate a high potential value to the Army and benefit the applicant as well. The applicant must be able to complete the project within the time proposed. Fellowships are not substitutes for projects that should be done on a normal on-duty assignment and financed through mission funds. (Source: SARSF) (6-12 months)

**26. ACTION OFFICER DEVELOPMENT COURSE.** Correspondence course/Internet course that prepares employees for the requirements of staff work with training similar to that of the Combined Arms and Services Staff School (CAS3). This course is designed for career interns (both local and those centrally funded by ACTEDS), and Army civilians newly appointed or promoted to journeyman level positions. Leadership support of this mandatory training will ensure that all Army civilian career interns and new journeyman level employees possess the knowledge and skills required to function effectively as action officers. An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to duty position. This course describes "staff work" as generally practiced Army wide. The supervisor of each student must enter into an agreement with the employee to provide opportunities for the employee to become proficient. There are two means to enroll in the Action Officer Development Course (AODC):

1. Correspondence Course: Commanders are responsible to enroll employees within 30 days of the appointment or promotion and successfully complete the AODC within 6 months of the enrollment. Unlike most other correspondence courses, the AODC requires progressive involvement of the supervisor. The Army Institute for Professional Development (AIPD) will grant credit for course completion when the supervisor's certification and the student's examination are received and processed. Commanders may grant waivers to employees who have previously completed both the nonresident and resident phases of CAS3. Course materials are available from AIPD, using DA Form 145. (Source: AIPD) (6 months)
2. Internet: The AODC is interactive on the Internet, course number 131F41. Employees can apply, complete the course, and take the final examination on the Web. The AODC Internet course consists of ten lessons, as follows:
	1. Organization and Managers
	2. Staff Work
	3. Managing Time and Priorities
	4. Meetings and Interviews
	5. Solving Problems/Making Decisions
	6. Communications
	7. Writing
	8. Coordinating
	9. Briefings
	10. Ethics

For more information, use: <http://cpol.army.mil/library/train/courses/>. (Source: AIPD and Internet)

**27. PERSONNEL MANAGEMENT FOR EXECUTIVES II.** Designed to stimulate managers and executives to manage human resources more efficiently and to develop a sharper sense of direction and improved human resources management skills. (Source: AMSC) (40 hours)

**28. MANAGER DEVELOPMENT COURSE.** Correspondence course covering topics such as organization culture, time management, setting objectives and plans, problem solving and decision making, planning, programming and budgeting, manpower management, communications, information technology applications, the Army environmental program, equal employment opportunity, professional ethics, internal management control, and Army Family Team Building. (Source: AIPD) (20 hours)

[Back to the Table of Contents](http://cpol.army.mil/library/train/acteds/CF_53/hsa_hss/toc.html)

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