



CATALOG OF COURSES AND SEMINARS

Management Development Centers FY 2004



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Kay Coles James, Director



A MESSAGE *from the* DIRECTOR *of the* UNITED STATES OFFICE *of* PERSONNEL MANAGEMENT

Recent events have dramatically reshaped our world. We have refocused priorities and have a new sense of urgency for getting results from Government. We are fighting a war against terrorism. Everything we do as public servants has taken on added meaning and added significance.

Meeting these challenges means reshaping Government. The President has provided aggressive leadership to transform the Federal Government. He has put forth his vision of Government reform, guided by three principles: Government should be citizen-centered (customer-focused), results-oriented, and market-based.

The programs and seminars offered at the Federal Executive Institute and the Management Development Centers support this vision. Our Core Leadership Curriculum and the other programs depicted in *The Leadership Journey* are specifically designed to effectively serve the President, the Presidency, and the American people.

I am very pleased to announce OPM is offering an integrated curriculum to support the President's Management Agenda and its five cross-cutting governmentwide initiatives:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government (e-Government)
- Budget and Performance Integration

There is really only one way to transform Government and that is through people. You, the current and potential leaders of your agency, are the people responsible for the day-to-day actions needed to create that citizen-centered, results-oriented, and market-based Government. Without you, we will not be able to deliver the results the President has promised the American people, the results we need to keep our nation safe and prosperous in the 21st Century. Meeting these objectives will require teamwork in every agency and department. To be successful, we must be working together toward this common goal. One team, one fight, one victory!

The seminars and programs described in this FY 2004 catalog are designed to provide you with the best practices and essential tools to help your agency get the results necessary to achieve our vision and "get to green" on the five initiatives in the President's Management Agenda.

President Bush said in introducing his management agenda, "good beginnings are not the measure of success. What matters in the end is completion. Performance. Results."

I encourage you to come to the Federal Executive Institute and the Management Development Centers. By taking back what you learn to your agencies and applying it to producing real results for the American people we will fulfill our promise, "Great Leaders for Great Government."

A handwritten signature in blue ink that reads "Kay Coles James". The signature is fluid and cursive.

Kay Coles James
Director, United States Office of Personnel Management

TABLE OF CONTENTS

Our Mission2
President’s Management Agenda4

CORE LEADERSHIP CURRICULUM5

Leadership Potential Seminar6
Supervisory Leadership Seminar: Learning to Lead7
Seminar for New Managers: Leading People8
Management Development Seminar: Leading Organizations...9
Executive Development Seminar: Leading Change10

ASSESSMENT12

Leadership Assessment Program.....13
Management Assessment Program13
Executive Assessment Program14
Women’s Assessment Program14

FOCUSED SKILLS DEVELOPMENT15

Personal Leadership, Communication and Coaching Skills

Conflict Resolution Skills:
 Positive Approaches to Difficult People.....16
Developing and Communicating Leadership Competencies16
Emotional Intelligence As A Leadership Skill17
Executive Communications Workshop17
Executive Supervisory Skills.....18
Leadership Communications Workshop18
Leadership Foundations Seminar19
Leadership Skills for Non-Supervisors and Non-Managers19
Lessons From The New Workplace:
 Leading Through Change and Chaos20
Mission to the S.T.A.R.S. ; Leadership for Critical Times20
Motivating For Results21
Senior Leadership Workshop.....22
Women’s Leadership Seminar22

*Team Development Skills

Developing High-Performing Teams.....23
Facilitative Leadership24
Managing Project Teams24
Team Building and Team Leadership25

*Organizational Change and Innovation Skills

Alternative Dispute Resolution26
Developing Customer-Focused Organizations.....26
Entrepreneurial Government Management27

Managing Projects Well27
Maximizing Human Capital28
Strategic Diversity: A Business Necessity28
Strategic Leadership: Building
 Performance-Based Organizations29
Strategic Leadership: Leading Culture Change29

NATIONAL POLICY CURRICULUM30

Budget and Performance Integration/
 Improved Financial Performance31
Competitive Sourcing32
Contemporary Leadership Issues Seminar32
Countering Terrorism Conference33
Counterintelligence Seminar33
Dynamics of Public Policy34
Environmental Policy Issues.....34
Expanded Electronic Government35
Federal Budgetary Policies and Processes36
Federal Human Resources Management.....36
Government Performance and Results37
Healthy Watersheds: Community-Based Partnerships
 for Environmental Decision Making37
Homeland Security: Critical Infrastructure Protection38
Homeland Security: Understanding the Enemy38
Maximizing IT Investments.....39
National Security Policy39
Natural Resources Seminar: Policies & Issues40
Science, Technology and Public Policy.....41
Strategic Management of Human Capital.....42
United States Foreign Policy Seminar42

SCHEDULE-AT-A-GLANCE43

CUSTOM AND CONSULTING SERVICES47

SPECIAL SERVICES48

Executive in Residence Program48
The Management Conference Service49
Continuing Professional Development.....50
The Masters of Public Administration Degree.....50
Receiving College Credit.....51
Executive Core Qualifications Leadership Workshop52
Locations53
Registration Process55
Executive Core Qualifications57
The Leadership Journey58



“Congratulations to our OPM’s Management Development Centers on their rich history and their proven success in providing educational programs that continue to improve Federal government performance. For forty years, these centers have been committed to developing dedicated leaders for the federal government.”

KAY COLES JAMES
OPM DIRECTOR

The Management Development Centers (MDC) and Federal Executive Institute (FEI) are exclusively dedicated to building the special brand of leadership required by America’s dynamic and diverse democracy. Our goal at the Office of Personnel Management (OPM) has always been to keep pace with the changing needs and aspirations of public sector leaders and the society we serve. This year, we are celebrating 40 years of educational programs. We have dedicated 40 years to training, educating, and developing hundreds of thousands of public sector managers and leaders.

WE HAVE WORKED TO:

- Create, share, and apply knowledge and skills to address the challenges faced by public sector organizations
- Develop the values and competencies that are the foundation of public service, transcending individual professions and missions
- Offer state-of-the-art learning experiences in world-class learning environments

“High-performing supervisors, managers, and executives have come to depend on our centers as the premiere training facility to enhance their leadership and management.”

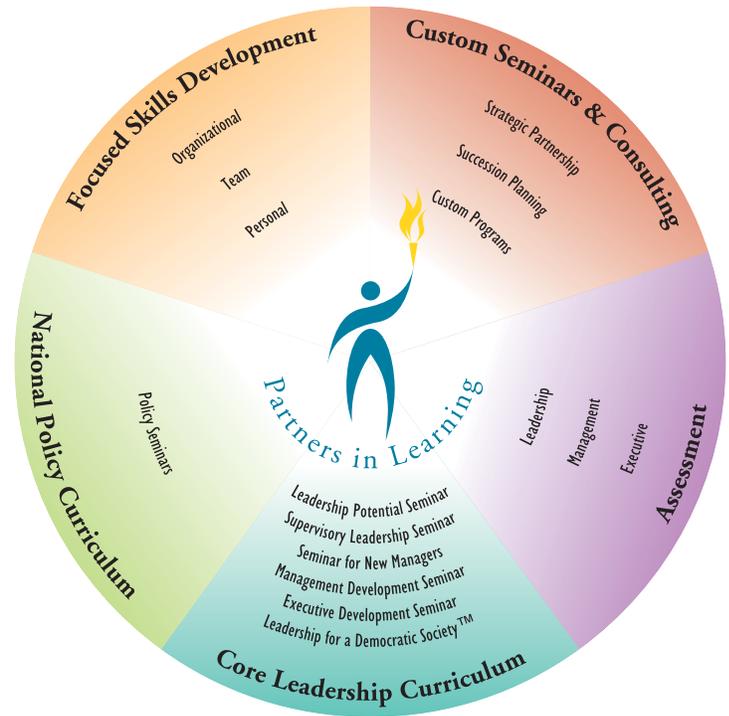
KAY COLES JAMES
OPM DIRECTOR

Our customers are high-performing supervisors, managers, and executives who come to our Centers to enhance their leadership and management skills. They may do so at any stage of their career from team leaders and first line supervisor through senior executive. We also offer customized programs either at our Centers or at your location, as well as consulting services when you need help identifying and addressing organizational challenges.

These services address all of the **Executive Core Qualifications (ECQs)** and leadership competencies identified for high performance. Services can be assembled in a variety of ways to provide individually and organizationally tailored approaches to building supervisory, managerial, and executive excellence. Our curriculum offers the flexibility for participants to choose their own path and pace on the Leadership Journey. Last year, more than 6,000 federal leaders completed our residential interagency programs. They joined the tens of thousands of their predecessors who have honed

their leadership skills through our courses over the past 40 years.

The key feature of our residential training is the immersion of the participant in the substance of the seminar. In a retreat-like atmosphere, and through both structured and unstructured activities, we foster networking and interactive learning among our participants. Many participants cite



The Centers offer learning experiences in all five areas of the Leadership Journey.

this dimension of the program as one of the most enduring and career-enhancing values they take away with them. This combination of formal, substantive, topic-oriented sessions with extensive peer discussion, in a federal, interagency, residential and collegial atmosphere, has been the foundation of our reputation for excellence.

The residential learning facilities of the Office of Personnel Management (OPM) are dedicated to providing learning, renewal, and peer interaction for the federal government’s leadership corps. The two Management Development Centers—in Shepherdstown, West Virginia and Denver, Colorado—offer exceptional learning environments: versatile conference space, excellent food services, and outstanding recreation facilities, in locations chosen for accessibility, natural beauty, and a relaxed quality of life.

PRESIDENT'S MANAGEMENT AGENDA

In August 2001, President Bush launched a Management Reform Agenda targeted to “address the most apparent deficiencies where the opportunity to improve performance is the greatest.” The President’s Management Council, the Office of Management and Budget and the Office of Personnel Management have developed standards for success in each of the five government-wide initiatives: **Strategic Management of Human Capital; Competitive Sourcing; Expanded Electronic Government; Improved Financial Performance; and Budget and Performance Integration.** These standards are captured in the Executive Branch Management Scorecard.



As part of OPM’s leadership responsibility to train and educate federal managers and executives, we are supporting the implementation of the President’s Management Agenda (PMA) by offering an integrated curriculum designed to assist your agency in “getting to green” on all five government-wide initiatives.

In introducing his management agenda, President Bush said, “...good beginnings are not the measure of success. What matters in the end is completion. Performance. Results.” The five government-wide initiatives are a call to reform our operations and for Government to “rethink its purpose—how it defines what business is and what services it should provide.” OPM’s President’s Management Agenda curriculum provides practical tools and helps

PRESIDENT'S MESSAGE

*Excerpt from The President's Management Agenda
Executive Office of the President
Office of Management and Budget*

I am pleased to send to the Congress a bold strategy for improving the management and performance of the federal government. Government likes to begin things—to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises. In my Administration, that will be the standard from the farthest regional office of government to the highest office in the land.

This Administration is dedicated to ensuring that the resources entrusted to the federal government are well managed and wisely used. We owe that to the American people.

GEORGE W. BUSH

create the organizational context that will support government-wide reform.

In the President’s Management Agenda curriculum, seminars provide information on how to effectively manage organizational change and integrate actions taken to implement each PMA initiative area. The full description of each of these new programs is located in the National Policy Curriculum section of this catalog.

The President's Management Agenda seminars are highlighted with this symbol:



- Budget and Performance Integration
- Improved Financial Performance
- Competitive Sourcing
- Expanded and Electronic Government
- Strategic Management of Human Capital



CORE LEADERSHIP CURRICULUM

The seminars in the Core Leadership Curriculum develop the competencies high-performing leaders need to produce results in 21st century government. These competencies, comprising the Executive Core Qualifications, (ECQs), have been research-based and developed by OPM for use throughout government.

ECQs are required for selection to the Senior Executive Service, (SES) and these seminars can lead to meeting this requirement. Equally important, ECQs provide a blueprint for leadership effectiveness at all organizational levels.

By building on ECQs, the Core Leadership Curriculum helps managers develop the characteristics and competencies essential to the new leadership culture in the federal government. Participants learn to drive organizational results, serve customers, and build teams, partnerships, and coalitions in and outside government.

TABLE OF CONTENTS

Leadership Potential Seminar	6
Supervisory Leadership Seminar	7
Seminar for New Managers	8
Management Development Seminar.....	9
Executive Development Seminar.....	10

SPECIAL NOTE

These seminars are listed in the recommended progression from Leadership Potential Seminar to Executive Development Seminar.

The Leadership for a Democratic Society program offered at the Federal Executive Institute is a follow-on program to the Executive Development Seminar.

LEADERSHIP POTENTIAL SEMINAR

This seminar assists agencies in their leadership succession planning through early development of current and future managers and leaders. Participants are technical specialists, project managers, and professionals, such as attorneys and engineers, who are not currently supervisors or managers, and have been identified as having potential for transition to supervisory responsibilities. Participants may also include managers and supervisors who are seeking a better understanding of the foundations of leadership.

Special emphasis is placed on the basic elements of effective leadership, such as

“You have a top-notch program to offer government employees.”

JOHN JACKSON
SSA

self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics, and creative problem solving. Agencies who send individuals to this dynamic seminar increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory or management positions.

Key Results

- Develop increased awareness of self and others
- Learn the foundations of leadership and how leadership and management are complementary but not interchangeable
- Understand the importance of effective followership
- Understand the importance of a healthy lifestyle
- Acquire the skills of self-leadership and learn the traits necessary for long-term leadership growth

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Team Building

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 4 hours/undergraduate (upper) - 3 hours/graduate

- Gain insight into ethical decision making
- Understand situational decision making
- Develop skills in effective communication and feedback

Who Should Attend?

Technical specialists, project managers, and professionals who are not currently supervisors or managers.



SUPERVISORY LEADERSHIP SEMINAR: LEARNING TO LEAD

This seminar provides the new government supervisor with basic administrative, human resource and leadership knowledge and skills to become highly successful supervisors. The course is designed for first line supervisors. Seminar topics include: Managing within the Merit System; Performance Management; Principles and Styles of Leadership; Effective Communication; Building Successful Teams; Managing Conflict; Delegation and Accountability; Leveraging Diversity; Coaching, Feedback and Counseling; and Creativity.

Attendees participate in a variety of activities including case studies, small group discussion, personal and group assessments, and directed study to maximize their learning experience. Participants will understand the hiring process and the



Leadership Competencies

- Accountability
- Conflict Management
- Continual Learning
- Human Resources Management
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Team Building
- Technical Credibility

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 3 hours/undergraduate (lower) - 3 hours/undergraduate (upper)

various options available to insure proper hiring. Participants will develop skill in giving and receiving feedback, as well as in recognizing and resolving conflict. Additionally, participants will learn to resolve employee performance and conduct problems effectively. Finally, creativity and teamwork are emphasized throughout the seminar as new supervisors learn the skills necessary to create an effective and energized workplace that encourages diversity and peak performance.

Key Results

- Know the appropriate personnel actions for recruiting, hiring, evaluating, disciplining and terminating employees.
- Learn the elements important to successful coaching, giving feedback, and resolving conflict.
- Understand performance management from a systems approach and know

how to diagnose and address poor performance

- Know how to delegate effectively and insure proper accountability and control
- Develop basic project management skills to organize for task success with effective time management skills
- Manage and value diversity
- Learn to communicate effectively
- Evaluate supervisory strengths and how best to use them

Who Should Attend?

This course is designed for first line supervisors in the federal government.

SEMINAR FOR NEW MANAGERS: LEADING PEOPLE

A Powerful Tool for New Managers

Here is the perfect opportunity for highly motivated new managers to learn the essential skills necessary for successful transition from first line supervision into management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills.

Seminar faculty is drawn from the centers, the federal leadership community, universities, and the private sector. The faculty uses scenarios, case studies, role-plays, group exercises, and other adult learning methods. Current information on leadership theory and practice is applied to participants' real organizational problems.

The seminar uses tested methods to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, human resources management, leveraging diversity, emotional intelligence, problem solving, and communication.

"I've been able to apply positive management techniques towards my staff."

CHARLES HOWARD
AIR FORCE

Key Results

- Acquire new skills to use in accomplishing work through peers and subordinates
- Develop an enhanced sense of how to adapt leadership styles to diverse groups
- Understand better the flexibilities available in managing human resources
- Gain increased commitment and understanding of the leadership role
- Learn the role emotional intelligence plays in managerial effectiveness

Who Should Attend?

New managers typically in their position less than 2 years.

Leadership Competencies

- Conflict Management
- Continual Learning
- Human Resources Management
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Resilience
- Service Motivation
- Technical Credibility

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper) - 2 hours/graduate



MANAGEMENT DEVELOPMENT SEMINAR: LEADING ORGANIZATIONS

Unleashing the Full Potential of Organizational Performance

In this seminar, experienced mid-level managers step into the world of dynamic thinking, creativity, and innovative, results-producing performance.

The seminar is two exciting weeks of sessions that expose managers to new approaches and processes. Participants are shown ways to achieve superior levels of organizational excellence and to deal with the day-to-day challenges of their workplace.

Managers bring real problems to the seminar. These 'live case studies' are used to develop the skills and knowledge needed to deal more effectively with the rapidly changing federal environment.

Learning techniques include practical exercises, case studies, experiential activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies.

Leadership Competencies

- Accountability
- Creativity/Innovation
- Entrepreneurship
- Flexibility
- Influencing/Negotiating
- Leveraging Diversity
- Partnering
- Team Building
- Technology Management

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper) - 2 hours/graduate

Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees, and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others, and create a work environment that values diversity.

Key Results

- Acquire new approaches to managing that can lead to greater organizational efficiency
- Learn approaches to increasing accountability within the organization
- Prepare to initiate and manage innovation in a team-based environment
- Foster originality, flexibility, and reasonable risk taking while remaining accountable for results
- Learn to manage technology to enhance organizational performance
- Develop concepts and skills for partnering and building more effective teams
- Enhance influence and negotiation skills
- Examine core value issues and their impact on the federal manager
- Explore ways to promote a culture which supports entrepreneurship and innovation

Who Should Attend?

Mid-level managers typically with 2 or more years management experience.



EXECUTIVE DEVELOPMENT SEMINAR: LEADING CHANGE

Getting the Big Picture for Tomorrow Right—Today

The Executive Development Seminar is aimed at highly effective managers; those considered by their agencies to have the potential to transition to the Senior Executive Service (SES). The seminar focuses on developmental activities designed to strengthen the ability of senior managers to make that transition.

The seminar approaches leading change from a high level — involving structure, strategy and policy. During the course, participants actually design or redesign an agency, select mission-critical goals, and complete a results-oriented strategic plan that is aligned with the President’s Management Agenda. The participants write a leader’s vision, define mission-related goals, and determine which governmental agencies, House & Senate Committees and special interest groups are appropriate partners. This interactive process requires the executives to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies.

These are highly interactive sessions, led by hands-on experts and skilled academics, on hot issues and policy directions. Media and press conference exercises are videotaped for individual feedback as the executives learn the ins and outs of oral communication, building alliances, and improving political savvy. The participants also discuss leadership in the context of today’s realities and examine the values that create and maintain an ethical environment.

As a prerequisite, this course assumes that the participant has had previous leadership training. Participants will have the opportunity during the course to

hone these leadership skills in several experiential activities, simulations, and the group projects.

The seminar provides the opportunity to share experiences with a group of people who have similar responsibilities and challenges, from a wide variety of government settings. Many graduates continue to use the network of peer relationships established at the seminar for years afterwards.

Key Results

- Demonstrate and acquire new techniques and approaches for leading change within the federal government from a systematic approach
- Construct a map of the political environment addressing the various constituencies involved in a given policy
- Enhance skills in planning and delivering results-oriented performance
- Improve political savvy by identifying valuable partnerships and coalitions
- Better understand the interrelationship of the legislative and executive branches
- Deal effectively with special interest groups and media
- Understand the values that frame an ethical organization

Who Should Attend?

Seasoned managers. The seminar is specifically designed to meet the interagency training requirements for SES Candidate Development Program enrollees.

See the next page for a description of the on-line version of the Executive Development Seminar.



Leadership Competencies

- Accountability
- Decisiveness
- External Awareness
- Integrity/Honesty
- Oral Communication
- Partnering
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 2 weeks

COST: 3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 4 hours/graduate



EXECUTIVE DEVELOPMENT SEMINAR: BLENDED COURSE

Blended Online and Residential

The Executive Development Seminar (EDS), Blended Format presents the popular two-week traditional EDS curriculum in a blended format, where half of the course content is delivered through a cohort on-line, distance-learning format, paired with a one-week intensive in-residence experience. During the seven-week on-line portion, participants read books, interact with authors, complete a 360-degree assessment, conduct research and create a “New Agency.” The executives write a leader’s vision, define mission related goals, and determine which governmental agencies, House & Senate committees and special interest groups are appropriate partners for the “New Organization.” This interactive process requires the executives to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies.

During the seven weeks on-line the workload should average about 6 hours per week. The actual time on-line varies, ranging from 30 minutes, when a majority of the assignments are individualized, or several hours, when group work is completed. After seven weeks of preparation, the participants meet their team members and complete the remaining EDS competencies in a one-week, intensive, interactive

in-class format. The on-line portion is academic and rigorous and must be successfully completed before attending the classroom portion.

The in-residence, one-week portion provides highly interactive sessions, led by hands-on experts and skilled academics, on hot issues and policy directions. Media and press conference exercises are videotaped for individual feedback as the executives learn the ins and outs of oral communication, building alliances, and improving political savvy. The participants also discuss leadership in the context of today’s realities and examine the values that create and maintain an ethical environment. This course focuses on the systems and strategies within the federal government, with an emphasis on leadership for change.

Who Should Attend?

Seasoned managers who can commit to an on-line learning experience with an academic format. In the virtual classroom, all participants are required to contribute, complete assignments, and participate in the group work before attending the intensive one-week, in-class experience. The seminar is specifically designed to meet the interagency training requirements for SES Candidate Development Program enrollees.

Leadership Competencies

- Accountability
- Decisiveness
- External Awareness
- Integrity/Honesty
- Oral Communication
- Partnering
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: On-line course work begins 7 weeks prior to one week in residence

COST: \$3,200 Includes tuition, materials, meals, lodging for the one week in residence

LOCATION: WMDC

ASSESSMENT

The Assessment Programs of the Management Development Centers help leaders seek feedback, understand it, and implement appropriate individual development plans. Using a variety of assessment and feedback tools and instruments selected from among the very best available, participants look at themselves and the perceptions others have of them, then develop action plans for personal and organizational growth. In addition to enhancing awareness, they gain overarching insights of lifelong value, the importance of continuous learning to leadership effectiveness, and the role of diversity in building team and organizational effectiveness.

SPECIAL NOTE

Several feedback instruments must be completed before attending an assessment program. The MDCs must receive individual nominations with complete participant information, along with a document obligating funds, no later than 8 weeks prior to the seminar start date so that scoring and analysis can be completed.

The Executive Assessment Program and Management Assessment Program include one half-day of individual consultation with an assessment professional, which will be based on test results and classroom simulations.

FOLLOW-ON COACHING

You also may want to register for three sessions of follow-on coaching to take place after the completion of our assessment program. Follow-on coaching helps solidify your learning and facilitate change in your work environment. It also provides support and

assistance in practicing new behaviors developed in response to program insights. The cost for these three follow-on coaching sessions is \$600 and can be added at registration.

ASSESSMENT

- Leadership Assessment Program
- Management Assessment Program
- Executive Assessment Program

ASSESSMENT PROGRAMS

The assessment programs are designed to provide you with an increasingly challenging assessment and development process to enhance your leadership skills as you progress through your career. Please use the grid below to help you decide which is the right program for you.

DYNAMICS OF DEVELOPMENT: AS JOBS CHANGE, SKILLS MUST CHANGE

POSITION/TITLE	FOCUS OF YOUR WORK	POSSIBLE COURSES
Team Leader Technical/Professional Expert	Increasing responsibilities for getting work done through others	Leadership Assessment Program
Supervisor and New Manager	Formal responsibilities for getting things done through others	Management Assessment Program Leadership Assessment Program
New/Experienced Mid-level Manager	Managing multiple projects and/or people	Management Assessment Program
Senior Managers and Senior Administrators	Managing multiple/complex functions and/or subordinate staff	Executive Assessment Program

LEADERSHIP ASSESSMENT PROGRAM ■ *Planning for Leadership Excellence*

The Leadership Assessment Program (LAP) is an intensive, five-day program designed to meet the needs of individuals who wish to move into leadership roles or who are in the initial phases of management careers. Students complete personal assessment inventories, personality/temperament profiles, complete a case study analysis and participate in various problem-solving activities.

Multi-rater feedback (360-degree feedback) and feedback from assessment professionals, combined with opportunities for self observation (via videotaped sessions), are integral aspects of the program. These activities are set in the context of a broad range of leadership competencies, as assessment center specialists assist participants in identifying strengths, opportunities for improvement, and areas for continued learning.

At the program's end, participants use new insights to create a personal learning plan for continued leadership growth.

Key Results

- Develop a personalized Leadership Development Plan

- Complete individual assessment of leadership competencies
- Receive multi-rater feedback using 360-degree feedback instrumentation
- Receive personalized feedback from assessment specialists, superiors, peers and subordinates
- Assess individual skills such as problem solving, critical thinking, conflict management, interpersonal relations, and oral communication
- Enhance understanding of personal behaviors as they relate to effectively managing workplace interactions

Who Should Attend?

High-performing career specialists, team leaders, and recently appointed managers in the earliest stages of their positions, who have the opportunity to move into management positions. Individuals on career development programs and potential managers benefit greatly from this program.

Leadership Competencies

- Conflict Management
- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Written Communication

LENGTH: 1 week

COST: \$4,450 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper) - 2 hours/graduate

MANAGEMENT ASSESSMENT PROGRAM ■ *Insights And Guidance On Strengths And Weaknesses*

The Management Assessment Program (MAP) is an intensive, six-day program that allows mid-level managers to gain insight into their leadership strengths and weaknesses. Participants will be evaluated in several leadership and personal competency areas and coaching is provided to help build individual development plans.

Individuals attending this program receive multi-rater personalized feedback from several sources: 360-degree multi-rater feedback instrumentation, assessment specialists, peer feedback, experimental exercises, and personality assessments. Through the use of lectures, exercises, assessment questionnaires, and individual feedback, the MAP assists mid-level managers in developing new strategies to improve their personal performance and have greater impact on organizational effectiveness and success. Many leaders describe this six-day program as the most beneficial developmental process they have ever experienced.

Key Results

- Gain an honest and candid appraisal of leadership style and behaviors from a wide group of observers
- Leave the program with an Individual Development Plan for personal and professional growth
- Receive personal assessment of leadership and management competencies
- Receive individual feedback from superiors, peers, and subordinates through 360-degree assessment tools
- Learn the major reasons leaders are successful, and what derails them
- Gain insight into understanding the importance of succession planning
- Work extensively with a personal assessment specialist
- Learn how to lead through change

Who Should Attend?

New or experienced supervisors and managers will benefit most from this program. Individuals in agency management development programs will also want to attend this program.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Service Motivation

LENGTH: 1 week

COST: \$4,450 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper) - 2 hours/graduate

EXECUTIVE ASSESSMENT PROGRAM ■ *Personalized Appraisal Of Leadership Competencies*

The Executive Assessment Program (EAP) is an intense, dynamic, five-day program that allows senior leaders and executives to evaluate their current effectiveness as organizational leaders and develop a plan for improvement in the future. Attendees are assessed in several leadership areas using 360-degree multi-rater feedback, group feedback, confidential one-on-one personalized feedback and coaching, leadership style and preference, and individually focused instrumentation.

The EAP makes extensive use of validated assessments. All leaders benefit from developmental experiences and candid feedback.

Research suggests that executives at the highest level can become isolated from opportunities for personal assessment, simply by virtue of their positions.

This program gives top executives a comfortable, secure environment in which to evaluate their leadership style and effectiveness, and focus on high-level challenges in the company of their peers.

Key Results

- Receive personalized assessments of executive leadership competencies
- Receive feedback from superiors, peers, subordinates and customers
- Assess individual participant potential for higher level opportunities
- Evaluate individual potential for career derailment
- Develop a tailored individual development plan based on SES competencies
- Gain knowledge about critical leadership issues facing executives in the 21st century
- Receive a thorough fitness evaluation, with an emphasis on how to handle stress and workplace health issues
- Discuss the importance of mission vision to the development of your leadership style
- Explore the characteristics that great organizations have in common.
- Develop a clear picture of how character development affects leadership

Who Should Attend?

Senior managers and executives will benefit most from this program. Individuals in SES candidate development programs will also want to attend this program.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Service Motivation
- Strategic Thinking
- Team Building

LENGTH: 1 week

COST: \$4,450 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 3 hours/undergraduate
2 hours/graduate

WOMEN'S ASSESSMENT PROGRAM *(Piloted in FY 2003)*

The Women's Assessment Program is an intense, six-day program that provides insight into strengths and weaknesses with a focus on challenges for women. Participants will be evaluated in several management and personal competency areas.

Individuals attending this program receive personalized feedback from several sources, including: 360-degree multi-rater feedback instrumentation, assessment specialists, peer feedback, experiential exercises, and personal inventories. Through the use of lectures, exercises, assessment questionnaires, and individual feedback, the seminar assists anyone in developing new strategies to improve their personal performance and have greater impact on organizational effectiveness and success.

The program is similar to the Management Assessment Program with a more focused view of women's issues.

Key Results

- Create an Individual Development Plan for personal and professional growth
- Receive personal assessment of management and executive competencies
- Receive individual feedback from superiors, peers, and subordinates through 360-degree assessment tools
- Increase understanding of personal behaviors and how they impact organizational success
- Learn the major reasons why managerial and executive careers are often derailed, and what can be done to prevent it
- Gain insight into understanding the importance of succession planning in organizational leadership positions
- Work directly with a personal assessment specialist

Who Should Attend?

Individuals interested in challenges for women in the workplace.

Leadership Competencies

- Continual Learning
- Creativity/Innovation
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills

LENGTH: 1 week

COST: \$4,450 Includes tuition, materials, meals, lodging

LOCATION: WMDC



FOCUSED SKILLS DEVELOPMENT

The successful government agency of the 21st century must be highly adaptive and its leaders prepared for rapid, continuous change. New problems call for renewed vision. These programs prepare individuals, teams, and organizations to meet the challenges of the new workplace. The Focused Skills Development curriculum provides the building blocks for the organization of the future.

TABLE OF CONTENTS

Conflict Resolution Skills:	
Positive Approaches to Difficult People.....	16
Developing and Communicating Leadership Competencies	16
Emotional Intelligence As A Leadership Skill	17
Executive Communications Workshop	17
Executive Supervisory Skills.....	18
Leadership Communications Workshop	18
Leadership Foundations Seminar	19
Leadership Skills for Non-Supervisors and Non-Managers	19
Lessons From The New Workplace:	
Leading Through Change and Chaos	20
Mission to the S.T.A.R.S.; Leadership for Critical Times	20
Motivating For Results	21
Senior Leadership Workshop.....	22
Women's Leadership Seminar	22
Developing High-Performing Teams.....	23
Facilitative Leadership	24
Managing Project Teams	24
Team Building and Team Leadership	25
Alternative Dispute Resolution	26
Developing Customer-Focused Organizations.....	26
Entrepreneurial Government Management	27
Managing Projects Well	27
Maximizing Human Capital	28
Strategic Diversity: A Business Necessity	28
Strategic Leadership: Building	
Performance-Based Organizations	29
Strategic Leadership: Leading Culture Change	29

FOCUSED SKILLS DEVELOPMENT

Personal Leadership, Communication and Coaching Skills



CONFLICT RESOLUTION SKILLS: POSITIVE APPROACHES TO DIFFICULT PEOPLE *A Practical Course Toward Positive Outcomes*

Uncomfortable and tense situations often wreak havoc in the workplace. When people in your workplace disagree, the strategies discussed in this course can help you transform even the most difficult circumstances into satisfying, win-win experiences. Gain control over difficult situations quickly by taking this practical course that will help you find positive approaches and outcomes.

- What motivates difficult people and how to handle their behaviors
- How to clarify underlying issues
- Skillful questioning and listening techniques

Key Results

- Identify and resolve conflict in a variety of situations through the use of case studies and simulations
- Practice getting control of tense situations before they get out of hand
- Practice and use proven approaches to resolve conflicts

- Learn to create workplace conditions that promote cooperation
- Move beyond emotions to win-win situations
- Learn how to build and mend relationships after a lose/lose or win/lose conflict has occurred
- Maintain your composure around difficult people
- Reach a workable compromise without backing off
- Motivate others to take positive action
- Minimize the negative impact of difficult personalities

Who Should Attend?

This course is for any employee who wants to better manage workplace conflict, learn practical ways of handling challenging personalities and create a positive outcome and work environment.

Leadership Competencies

- Conflict Management
- Continual Learning
- Flexibility
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Political Savvy
- Problem Solving
- Resilience
- Team Building

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC



DEVELOPING AND COMMUNICATING LEADERSHIP COMPETENCIES *Use the Concept, Practice, Application (CPA) Model to Incorporate Six Essential Competencies Into Your Leadership Style*

Developing and Communicating Leadership Competencies is a five-day program that develops the six competencies emphasized in this seminar.

For each competency, participants will be provided with a full concept of the competency, practice demonstrating the competency in a wide variety of learning activities, and practice communicating the competency as it pertains to their performance.

Key Results

- Assess individual leadership competencies
- Receive multi-rater feedback using a 360-degree feedback instrument targeted on course competencies
- Demonstrate individual leadership competencies in a range of learning activities
- Communicate leadership competencies

Who Should Attend?

Team leaders, managers, and senior level professionals or equivalent level of responsibility.

Leadership Competencies

- Continual Learning
- Entrepreneurship
- Flexibility
- Oral Communication
- Partnering
- Strategic Thinking

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

NEW EMOTIONAL INTELLIGENCE AS A LEADERSHIP SKILL

Most of us have been conditioned to believe that emotions are not welcome in the workplace; that team and work decisions should be based upon cold, logical reason. Leadership research tells us that the lack of interpersonal skills and the inability to adapt are the two principal derailment factors in careers. Today there is a growing body of science in the emerging field of Emotional Intelligence, indicating that proper understanding and use of emotions can be critical in helping us become more effective workers and better communicators.

In this course, participants will see how forward-looking organizations, such as the Canadian Men's Olympic Volleyball Team, Kaiser Permanente, State Street Bank, American Express, and Nichol Aluminum, are accessing the power of emotions to create better, more productive teams and team members.

Participants will come away with a working knowledge of the five EQ competencies that will help them be more successful at work. Drawing on groundbreaking brain and behavioral research, we will show the factors that are at work with emotional intelligence.

Key Results

- Prepare an assessment of your own EQ competence level
- Analyze your relationships with others in your work environment, and develop plans to enhance those relationships
- Plot an “emotional intelligence” map of your current team
- Create an action plan to develop more cohesive relationships with team members
- Explore your own ability to behave as a high performing team member

- Inventory your strengths and challenges as a leader and as a person
- Practice playing to your strengths and managing your weaknesses so that they become non-factors in your performance

Who Should Attend?

All federal employees.

Leadership Competencies

- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Team Building

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

EXECUTIVE COMMUNICATIONS WORKSHOP ■ *Representing Your Agency to External Audiences*

A critical function of public executives is to represent their agency to external audiences, such as the media, other agencies, stakeholder groups, the public, and Congress. This highly interactive workshop will improve your skills in communicating your message plainly and concisely to an external audience, dealing with the media, and writing clearly for people outside your agency.

Workshop participants will have opportunities to practice oral and written communication skills in a variety of settings, including a news conference, briefing, public hearing, and Congressional hearing. Participants will work on refining their message, improving their presentation style, and revising and editing written documents from their own agencies.

Learning techniques include practical exercises, activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies.

Key Results

- Effectively represent the agency to the media and other external audiences
- Effectively write and review the writing of others
- Prepare for and present briefings to agency heads and senior staff
- Conduct and participate in news conferences
- Prepare for and conduct public hearings
- Develop and present Congressional testimony

Who Should Attend?

Managers and executives who need to be prepared to represent their agencies to the media, other agencies, stakeholder groups, the public, or Congress.

Leadership Competencies

- External Awareness
- Influencing/Negotiating
- Oral Communication
- Written Communication

LENGTH: 1 week

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)

FOCUSED SKILLS DEVELOPMENT

Personal Leadership, Communication and Coaching Skills

EXECUTIVE SUPERVISORY SKILLS

High-level federal employees such as lawyers, doctors, scientists, project managers, and SES candidates often become supervisors late in their careers. These mature, seasoned professionals are highly skilled but often unfamiliar with the procedures, policies, and regulations federal supervisors must know. Additionally, the transition to supervision requires being responsible for the work of others. This course is designed to provide high-level new supervisors with the basic supervisory skills needed to succeed.

Participants review federal hiring authorities and learn to effectively manage human capital. Performance management and federal disciplinary processes are covered in depth through discussion and casework. The participants examine personal strengths and appreciate that when taken to excess, these can be a liability. Conflict management techniques are explored as well as giving and receiving feedback. An online module on sexual harassment prevention is completed as prework before the seminar. The emphasis of the Executive Supervisory Skills course is on preparing high-level managers to assume the supervisory role

and make a successful transition from individual contributor to the leader of an inspired, productive federal work group.

Key Results

- Know the appropriate personnel actions for recruiting, hiring, retaining, evaluating, disciplining and terminating employees
- Learn the elements important to successful coaching, giving feedback, and resolving conflict
- Explore performance management from a systems approach and learn how to diagnose, assess, and assist poor performers
- Analyze personal leadership styles and their effectiveness

Who Should Attend?

This course is designed for high-level, seasoned professionals and executives who are first-time supervisors in the federal government.

Entry-level supervisors at lower grades should attend our core seminar, Supervisory Leadership Skills, which contains the same con-

tent but is focused on the issues experienced at lower organizational levels.

Leadership Competencies

- Conflict Management
- Human Resources Management
- Interpersonal Skills
- Leveraging Diversity
- Team Building

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)

LEADERSHIP COMMUNICATIONS WORKSHOP ■ *Interpersonal Communication*

The foundation of great leadership is interpersonal communications. Public executives must effectively communicate to achieve their vision and to accomplish results. This workshop will focus on developing the skills to motivate and influence direct reports, peers, supervisors, and important stakeholders through improved communications.

The intense, dynamic format of the course combines lecture and interactive sessions on the key components of effective communication with small group coaching sessions to practice the skills in real world simulations. There is one faculty coach for every four to six participants. The coach works with a small group using video feedback, public sector case studies, and individual consultations to ensure that each person develops an individualized action plan for improving their communication skills.

Key Results

- Develop skills to maximize the flow of information in your organization and increase performance
- Learn the techniques used by great communicators
- Practice the key skills for effective communication in real-life simulations
- Learn to diffuse the intensity resulting from difficult interactions
- Understand the strong correlation between leadership skills in developing relationships and their ability to achieve desired outcomes
- Develop your emotional intelligence
- Assess your preferred communication style and learn its impact on interactions with others

Who Should Attend?

Managers who wish to improve their ability to understand and influence others through improved communications.

Leadership Competencies

- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Partnering

LENGTH: 1 week

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

NEW LEADERSHIP FOUNDATIONS SEMINAR

This Seminar is a four-day program specifically designed to meet the developmental needs of federal employees who desire a fundamental understanding of leadership. It focuses on training individuals in the skills necessary to become influential leaders regardless of their position or title.

Participants will gain insight into their potential for taking on leadership roles and becoming more supportive followers. The program is very participative and uses a variety of materials, activities, simulations, role-plays, case studies, and instruments.

Key Results

- Increase self-understanding
- Learn the foundations of leadership and how leadership and management are complementary but not interchangeable
- Learn About Individual Differences

- Understand the importance of effective followership
- Manage Conflict
- Improve Communication
- Learn the Situational Leadership (Self-leadership) Model
- Understand group and team dynamics
- Give and receive viable feedback
- Improve problem solving abilities
- Develop Personal Leadership Development Action Plan

Who Should Attend?

Technical specialists, administrative support specialists, and professionals who are not currently supervisors or managers.

Leadership Competencies

- Continual Learning
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

“It really was a great class. You did an excellent job.”

KRISTINA MUNGER

FEDERAL BUREAU OF PRISONS

LEADERSHIP SKILLS FOR NON-SUPERVISORS AND NON-MANAGERS

Lead informally, but highly effectively

Leadership Skills for Non-Supervisors and Non-Managers is an intensive one-week program designed to meet the needs of individuals who are not currently in supervisory or managerial positions but who take on key leadership roles as analysts, project managers, technical specialists, and in high-level professional roles. This program also serves as an excellent follow-up to the Leadership Potential Seminar (LPS).

The program concentrates on developing informal leadership skills necessary to influence positive organizational success without positional authority. The program is highly participatory and experiential in its approach. Participants create an integrated development plan that matches organizational needs with individual achievement and success.

Key Results

- Learn effective models for leadership success
- Understand the importance of personal influence
- Learn values-based leadership practices
- Acquire the skill of group facilitation
- Increase learning tactics potential
- Learn the art of true interpersonal dynamics
- Learn to influence others without formal authority

Who Should Attend?

Technical specialists, analysts, project leaders, scientists, engineers, and professional staff who are currently not supervisors or managers but wish to learn more about increasing their leadership abilities. This program is also an excellent follow up for individuals who have attended the two-week LPS.

Leadership Competencies

- Continual Learning
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Team Building

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 3 hours/undergraduate

FOCUSED SKILLS DEVELOPMENT

Personal Leadership, Communication and Coaching Skills

NEW LESSONS FROM THE NEW WORKPLACE: LEADING THROUGH CHANGE AND CHAOS

Organizations are faced with ongoing evolution in operations, affecting the people from whom they draw their strength: their employees.

Successful organizations are those that adapt and recognize the strength that emerges from transitional chaos. These organizations have the courage to challenge themselves, to innovate, and to constantly reinvent themselves. This course is designed to help leaders develop the additional skills needed to lead 21st century organizations.

Key Results

Leaders will learn to shift from:

- Looking at the parts to looking at the whole
- Hierarchical to inclusive leadership
- Aiming for stability to looking for opportunity in ambiguity

In addition to:

- Fostering “learning organizations”
- Using the force of chaos and change to navigate your organization through the turbulence
- Understanding the critical nature of relationships and networks in the new workplace
- Learning to use your organization as a living system constantly changing and evolving

Who Should Attend?

Managers and those desiring to develop skills to lead change and increase performance in their organization.

Leadership Competencies

- Conflict Management
- External Awareness
- Flexibility
- Integrity/Honesty
- Problem Solving

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

NEW MISSION TO THE S.T.A.R.S.: LEADERSHIP FOR CRITICAL TIMES

This dynamic two-day seminar challenges participants to plan and execute a simulated rescue. Scientific Teams of American Rescuers in Space (STARS) is a simulation that requires participants to work together in teams, to change behaviors and processes, possibly even to design their future—just as the NASA teams have done. This program focuses on seven competencies that impact leadership during critical times. This seminar is conducted by the Eastern Management Development Center in conjunction with the Space and Rocket Center in Huntsville, Alabama.

Mission Roles

- Shuttle: Commander, Pilot, Mission Specialist, Emergency Response Team
- Mission Control: Flight Director, CAPCOM (Capsule Communicator), Extra Vehicle Activity Officer, Space Hab Principle Investigator, Public Affairs Officer, Propulsion Officer, Tiger Team

Key Results

Participants create, share, and apply leadership concepts and skills to address the challenges of the decade. They will be exposed to cutting-edge training experiences, and meet and network with individuals from many government agencies.

Who Should Attend?

The program is open to managers and teams who are in leadership roles. Usually GS-12s to 15s attend; however, intact teams representing various GS grade levels are appropriate.

Leadership Competencies

- Accountability
- Decisiveness
- Human Resources Management
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Resilience

LENGTH: 2 Days, 3 nights

COST: \$1,925 Includes tuition, materials, meals, lodging (10% discount for teams of four or more)

LOCATION: Space and Rocket Center in Huntsville, Alabama



MOTIVATING FOR RESULTS ■ *Bringing Out the Best in People through Inclusion*

Motivating for Results is an advanced leadership course designed to give you the skills that will enable you to inspire the drive and performance that will bring out the best in your people and your organization. You will get a clear understanding of what drives high performance and how our individual values in the work environment determine why we miss or reach our goals. Inclusion goes beyond diversity. It focuses on building respect and trust by leading with authenticity and encouraging others to be genuine and congruent in their interactions. Your ability to create and sustain a synergistic workplace environment that motivates and inspires others to do their best work will be enhanced. Specific skills are taught to maintain an inclusive environment by leveraging the similarities and differences in the make up of your workforce. Motivating for Results combines assessments, individual decision-making styles, problem-solving and behavioral styles with data on the demographic realities of our workforce and practical tools to maximize the effectiveness of our workplace.

Key Results

- Leverage your leadership style to build strength through acceptance
- Learn to practice clear communication and leadership skills by understanding the concepts of intent, impact, feedback, and active listening

- Identify the link between leadership and creating and maintaining an inclusive environment
- Understand how to remove barriers to inclusion and implement quality treatment by effectively resolving conflict and coaching toward inclusive performance
- Gain insights into how you approach change and resolve conflict
- Expand your knowledge of how to have everyone in their area of responsibility feel like a valued part of the work group
- Learn the strategies to reinforce openness and consistency in leading others
- Analyze and understand the business case for inclusion through case study analysis
- Identify the link between leadership and creating and maintaining an inclusive environment
- Gain useful insight into how diversity plays a role in enhancing performance
- Practice inclusive coaching behaviors that will trigger outstanding results
- Find out how to motivate yourself and others around you

Who Should Attend?

Leaders who want to learn to motivate themselves and others on their team through the creation of participatory, accepting work environments where everyone can do their best work. Leaders interested in enhancing their own inclusive leadership style.

Leadership Competencies

- Conflict Management
- Continual Learning
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Partnering
- Resilience
- Service Motivation

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)



FOCUSED SKILLS DEVELOPMENT

Personal Leadership, Communication and Coaching Skills

NEW SENIOR LEADERSHIP WORKSHOP ■ *To Serve is to Lead*

Learning to lead without formal authority or positional power is a key element in improving organizational effectiveness in the 21st century. The Senior Leadership Workshop is designed to provide high-level government leaders with the most advanced leadership models, philosophies, and tools to increase their individual performance, and thereby improve their organization's outcomes to better serve the public. The program is delivered in an interactive workshop format to take better advantage of senior leader's experiences in a shared atmosphere. This senior leadership program focuses on highly sophisticated models, such as Servant Leadership, Stewardship, and Principle-Centered Leadership. Participants will create a senior development plan that will assist them in sustaining long-term, continuous improvement after completing workshop requirements. Periodic follow-up coaching is also a key benefit of this program.

Key Results

- Learn and utilize advanced influencing techniques such as Servant Leadership, Stewardship, and Principle-Centered Leadership
- Improve personal awareness
- Understand the subtleties of the internal motivational drivers of power, affiliation, and achievement
- Receive feedback and coaching on your current level of leadership effectiveness
- Discover best practices for improving organizational effectiveness beyond official title or formal authority
- Learn to influence and gain willing followers through truth, trust, and credibility

Who Should Attend?

Senior leaders who are currently in non-supervisory, high-level professional positions, policy analysts, and professionals with at least 10 years

of government experience. This program is also an excellent follow-up for individuals who have attended our Leadership Skills for Non-Supervisors and Managers Program.

Leadership Competencies

- Influencing/Negotiating
- Interpersonal Skills
- Problem Solving
- Service Motivation
- Team Building

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

NEW WOMEN'S LEADERSHIP SEMINAR ■ *Key Issues, Key Solutions*

While almost half of the professional employees in the federal executive branch are women, only one quarter of the Senior Executive Service is female. The objective of this Seminar is to provide participants in managerial positions the opportunity to practice and improve their leadership skills. The seminar topics include:

- Examining the demographics of the federal government with an emphasis on the business case for diversity and the demographic data on women
- Exploring organizational culture and leadership styles
- Using influence to lead stakeholders
- Dealing effectively with change
- Practicing interpersonal communication skills
- Dealing positively with conflict and change
- Understanding personal styles
- Working with teams

The Women's Leadership Seminar is based on groundbreaking research into how professional women lead their lives and what factors influence their effectiveness in the work world. As an outcome of this course, participants will understand the multi-dimensional concerns women face, specifically the choices and trade-

offs that are unique to being a woman in a leadership role.

Key Results

- Evaluate current leadership theories and trends, noting how these impact women in federal leadership roles
- Assess leadership competencies and organizational fit
- Understand success and development factors that impact careers for women while creating a plan and path moving forward
- Gain greater understanding of the importance and nature of political behavior in the workplace while identifying personal political maturity and strategies for growth
- Understand leadership and gender differences; overcoming biases and discomforts associated with exercising power and influence while exploring values, attitudes, and beliefs about women as leaders
- Build interpersonal skills in coaching, counseling, and influence
- Understand and diffuse stereotypes, discrimination, and harassment

Who Should Attend?

Managers or others with leadership and/or management responsibilities who are interested in better understanding key leadership issues for women.

Leadership Competencies

- Conflict Management
- External Awareness
- Influencing/Negotiating
- Oral Communication

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

DEVELOPING HIGH-PERFORMING TEAMS

New Methods, Approaches, Techniques & Assessment Tools

Developing High Performing Teams is for experienced team leaders and for leaders committed to using teams to improve organizational performance. Participants should have a working knowledge of the fundamentals of team behavior and process.

The seminar incorporates the latest techniques, assessment instruments, team leadership approaches and methods used in the development of high-performing teams as an organization-wide strategy.

Building on the fundamentals taught in the Team Building and Team Leadership Seminar and the Facilitative Leadership Seminar, this program examines the key elements necessary for existing to increase their effectiveness and strengthen their contribution to overall organizational results. Multi-rater assessment instruments to be completed by your back home team are an integral part of the experience.

Participants learn how to establish performance challenges for teams and how to create vision, mission and purpose and performance goals as a leader. They learn what drives personal commitment to team objectives and how team leaders enhance team confidence. Those looking to take their teams to new heights of performance should start with this seminar.

It is suggested that participants first attend the Team Building and Team Leadership and the Facilitative Leadership Seminar, but this is not mandatory.

Key Results

- Assess the current climate of the team, including individual leadership styles
- Learn the components of high-performing team behavior and attitudes
- Practice playing to your strengths and managing your weaknesses
- Assess the culture of your team and how organizational culture impacts team performance
- Increase your skills in managing team conflict
- Assess your own leadership style in the team
- Establish team metrics and monitoring systems
- Understand the team performance curve and how it leads to self-managing teams
- Create an organizational environment that rewards teamwork
- Understand how to measure team performance in terms of both content and process
- Explore leadership roles, including coach and consultant
- Assert leadership that encourages high-performing teams

Who Should Attend?

Experienced team leaders, managers, and project leaders with a working knowledge of team behavior and team process.

Leadership Competencies

- Conflict Management
- Continual Learning
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Team Building
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)

"I am grateful for the experience. It helped me realize what is really worthwhile."

ROSEMARIE MARIBELLO

TREASURY

FOCUSED SKILLS DEVELOPMENT

Team Development Skills

FACILITATIVE LEADERSHIP ■ *Toward More Effective Work Groups and Teams*

Flattening the federal hierarchy requires leaders skilled in team and group facilitation. This seminar provides leaders with the skills and techniques that are essential to the success of a streamlined organization. Through practical experience and integration of theory, participants come away from this program with an excellent understanding of how to facilitate effective group interaction. This seminar uses an experiential format with videotaping and one-on-one personal feedback to develop leadership skills in facilitating work groups and teams in a variety of complex situations.

The major focus of this program is on the need for different, more collaborative responses to situations that managers face in their organizations. Participants come to better understand the dynamics of effective teams, become better able to provide the encouragement to embrace new concepts, and to practice and understand team roles and team effectiveness.

Key Results

- Understand and use a diagnostic approach to identify and resolve interpersonal behaviors which can undermine the group process
- Understand how to improve work groups and team effectiveness
- Explore innovative solutions to problems encountered by work groups and teams
- Learn and apply facilitation tools and techniques for creating and maintaining effective work groups and teams

Who Should Attend?

Managers, supervisors, facilitators, and project managers. This seminar is specifically designed as a learning laboratory for the development of facilitation skills to improve the effectiveness of work groups and teams.

Leadership Competencies

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Resilience
- Team Building
- Vision

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

MANAGING PROJECT TEAMS ■ *Planning, Leading, Controlling Project Outcomes*

Managing Project Teams is focused specifically on teams operating in a project environment which want to improve project team results in terms of time, budget, and customer satisfaction.

The seminar provides team leaders and members with project management and team leadership skills to better plan, organize, lead, and control work in today's changing work climate. It enhances a manager's ability to influence others where there is no direct control, to assure that work is done on time and on budget, and that it satisfies the customer.

Participants face the organizational challenge of managing multiple projects simultaneously and balancing competing priorities. This course provides a balance between project management and team leadership skills.

Key Results

- Learn leadership techniques appropriate for managing work teams
- Apply project planning and control techniques to manage work teams effectively
- Develop performance outcomes and measurement systems
- Manage multiple projects with competing priorities
- Diagnose roles and relationships to improve project coordination
- Develop interpersonal skills including influence and conflict management
- Apply project management tools and techniques to a comprehensive case study

Who Should Attend?

Managers, team leaders, and others responsible for managing projects in team environments.

Leadership Competencies

- Accountability
- Conflict Management
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Problem Solving
- Team Building
- Technical Credibility
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)

TEAM BUILDING AND TEAM LEADERSHIP ■ *Fostering Commitment Toward Common Goals*

The seminar focuses on the fundamental team skills necessary to work effectively in a team-oriented environment. The seminar examines how to apply basic team processes and tools to foster commitment, increase trust, empower people, and create synergy for accomplishing organizational goals.

Government reform, with its downsized and flattened organizations, has created the need for new ways to manage in the public sector. The growth of team-oriented work places and increased spans of control has created new managerial challenges. If your organization uses project teams, the techniques in this program will be extremely useful. The seminar prepares managers to build and work with teams that value diversity, encourage participation, and commit to accomplishing common goals.

This seminar serves as a prelude to the more advanced Developing High-Performing Teams seminar.

Key Results

- Decide when to use teams and when they are not appropriate
- Learn the basic skills critical to working in the team environment
- Develop effective interpersonal team skills
- Create a team identity that values and understands diversity
- Develop interpersonal skills, including influence without authority
- Learn strategies to manage team conflict

Who Should Attend?

Team leaders and members, facilitators, and supervisors who are working in a team environment.

Leadership Competencies

- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Problem Solving
- Resilience
- Team Building
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper)



FOCUSED SKILLS DEVELOPMENT

Organizational Change and Innovation Skills

ALTERNATIVE DISPUTE RESOLUTION ■ *Innovative Conflict Management*

Many organizations today are emphasizing the use of consensual methods of dispute resolution instead of using litigation or administrative procedures. This course explores a variety of alternative dispute resolution (ADR) techniques and current dispute applications.

Participants actively engage in a series of workgroup exercises using real-world dispute scenarios. A variety of innovative conflict resolution techniques and methods are proposed, evaluated, and put into practice.

Specific emphasis is placed on the effective use of alternate methods of resolving disputes in the workplace, presentations before third parties, and conflicts that develop between parties to a contract.

Key Results

- Understand ADR procedures and their use in practice
- Recognize sources of conflict
- Learn principles and importance of interest-based negotiating
- Understand merits of different dispute resolution processes
- Recognize when to use ADR and how to overcome these problems

Who Should Attend?

Managers and program staff whose positions require dispute resolution skills either internally or externally to their agencies. This introductory seminar is not recommended for agency technical personnel who work regularly with labor and/or employee relations program issues.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

DEVELOPING CUSTOMER-FOCUSED ORGANIZATIONS

Achieving Excellence in Customer Service

If customer service is important to your agency, then you should consider this seminar. One of the most dramatic impacts of government reform has been agency movement toward greater customer responsiveness. Today, agency success and viability is based in large part on customer satisfaction.

This seminar provides public sector managers with the special knowledge and skills they need to provide services more efficiently to their customers and to inspire customer-responsive behavior throughout their organizations.

Special emphasis is placed on preparing managers for the consequences of organizational change, and the resulting problems that could adversely affect customer service. Participants will leave this program with a road map for improving their organizational systems and customer service skills.

Key Results

- Learn how to develop and lead customer-driven organizations
- Improve customer service support systems
- Manage customer expectations
- Balance competing/conflicting customer needs
- Develop plans for customer service improvement
- Track performance and improve quality of service
- Improve customer service skills
- Avoid customer service pitfalls resulting from organizational change

Who Should Attend?

Managers, project leaders, and others who are accountable for achieving organizational excellence in customer service.

Leadership Competencies

- Accountability
- Creativity/Innovation
- Customer Service
- External Awareness
- Flexibility
- Influencing/Negotiating
- Partnering
- Problem Solving
- Service Motivation
- Strategic Thinking

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 2 hours/graduate

ENTREPRENEURIAL GOVERNMENT MANAGEMENT ■ *The Mandate for Reform*

President Bush, in a July 11, 2001 memorandum, outlined three reform objectives to allow the federal government to adapt to a rapidly changing world. He directs specific actions to enable government to become:

- Citizen-centered not bureaucracy centered;
- Results-oriented not process oriented; and
- Market-based, actively promoting, not stifling innovation and competition

This is a mandate for entrepreneurial government management. Entrepreneurial Government Management is about strategic thinking, broadening your perspective and engaging in responsible creativity. It is about getting beyond the good idea to its actualization.

Can you use outsourcing and contract options to the best advantage of your organization and its mission? Do you know the implications and applications of A-76? Can you apply strategic business tools, such as the Balanced Scorecard, to your nonprofit mission?

Successful government entrepreneurs, business experts, and reinvention gurus lead this week-long workshop designed to help you ignite and fuel your own entrepreneurial revolution and create a blueprint for transformational change.

Key Results

- Assess your own risk profile and change style. Then learn what strategic and managerial implications these have for entrepreneurial success.
- Understand the parameters of entrepreneurial management within a government setting and develop workable applications for your own organization.
- Explore new habits of the mind that enable you to think beyond traditional impasses; learn to learn from failure.
- Learn the business tools that enable you to use tools such as, the Balanced Scorecard, cost-based accounting, influencing and negotiation strategies, and approaches to program evaluation.
- Learn about the political, legal, and regulatory environment for entrepreneurial government.
- Develop a network of like-minded managers across government with whom you can continue to explore new approaches, exchange ideas, and encourage in challenging times.

Who Should Attend?

As the program builds upon participant's experience and perspective, we expect mid-level managers to benefit most from this program.

Leadership Competencies

- Accountability
- Decisiveness
- External Awareness
- Financial Management
- Human Resources Management
- Integrity/Honesty
- Partnering
- Strategic Thinking
- Technology Management
- Vision

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

NEW MANAGING PROJECTS WELL ■ *The Human Factors*

We are always concerned with meeting project budgets and deadlines. In fact, the typical project overrun in time is often more than 200%. Why do projects fail? The research over a 10-year period found technical factors were listed only once out of hundreds of reasons. All other times, people and behavioral factors were the principal cause.

This intensive seminar on Project Management teaches people what they "need to know" to successfully complete projects. This highly unusual workshop discusses the "real world" of projects. Perhaps it should be subtitled "what they don't teach you in project management school."

In the seminar, participants learn both technical and behavioral aspects of project management. Heavy emphasis is directed to the interpersonal aspects of project management. Extensive technical and behavioral exercises are included, making this a combined Seminar/Workshop format. Many participants in this course have reported impressive productivity increases.

Key Results

- Preventing and correcting project stress
- Managing yourself — real world techniques
- Building rapport — cueing, listening, negotiating
- Expanding creativity using right brain techniques
- Giving feedback without criticism
- Resolving conflicts
- Breaking down projects into work tasks
- Estimating tasks and projects
- Scheduling project work using network diagrams (PERT, CPM, GANT)
- Cutting out cost of poor quality

Who Should Attend?

Managers and others who have responsibility for managing projects.

Leadership Competencies

- Accountability
- Conflict Management
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Technical Credibility

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

FOCUSED SKILLS DEVELOPMENT

Organizational Change and Innovation Skills

MAXIMIZING HUMAN CAPITAL ■ *A Line Manager's Perspective*

Years of downsizing, restructuring, delaying, and diminished budgets have presented formidable challenges to federal agencies. Limitations on hiring and the impending retirement brain drain will pose additional challenges to fulfill mission objectives. It is likely that organizations will only continue to have to deal with the realities of doing more with less. This seminar examines how the organization may improve its ability to survive and prosper in the years ahead by successfully developing its most key asset: its employees or human capital. Participants learn new skills in human capital management, including strategic workforce planning and approaches to recruit, retain, train and reward employees. These skills will create a high-performing workforce that will deliver sustained excellence now and in the future.

Key Results

- Understand the implications of the human capital crisis in the federal government and why it is a priority in the President's Management Agenda

- Ensure your organization has the human resources it needs to accomplish its mission by assessing future needs and identifying workforce requirements
- Generate strategies for recruiting, retaining, and rewarding the best employees while capitalizing on the strengths of employees from different generations.
- Generate strategies for recruiting, retaining, and rewarding the best employees while capitalizing on the strengths of employees from different generations.
- Gain new approaches to fostering an organizational culture for positive change
- Explore creativity techniques to inspire workplace innovations and revitalize the workforce in challenging times
- Use information technology and other available means to retain, collect, and manage your organization's knowledge assets
- Build and enhance workforce knowledge, skills, and abilities via e-learning

Who Should Attend?

Managers and others who are responsible for achieving mission objectives and managing programs and human resources, including those responsible for getting to green on the Executive Branch Management Scorecard.

Leadership Competencies

- Creativity/Innovation
- Entrepreneurship
- Human Resources Management
- Partnering
- Problem Solving
- Strategic Thinking

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

STRATEGIC DIVERSITY: A BUSINESS NECESSITY ■ *Building and Managing a Diverse Workforce*

Workforce diversity has evolved from sound public policy to a strategic business imperative — and our leadership curriculum is keeping pace. In our core leadership seminars managers and executives learn how to make diversity an organizational advantage.

This seminar is for individuals who have responsibility for supervising or managing a workforce, and who want a better understanding of how to build and manage a diverse workforce. The seminar focuses on how to treat diversity as an important organizational advantage for public organizations. Participants form a learning community that challenges, takes risks, explores new behaviors, and works through conflict to gain insights. They learn to take advantage of differences among people as an asset for peak organizational performance. New ways of speaking and problem solving are explored, shifting from indirect language to straight talk, from debate to dialogue, from ineffective problem solving to effective problem resolution.

Key Results

- Identify strategies for developing an inclusive high performing organizational culture
- Acknowledge and appreciate the unique environment and requirements of public organizations
- Explore crucial organizational realities that necessitate managing diversity as a business imperative
- Understand dynamics of differences in teams and work groups
- Learn cross-cultural communication skills
- Create and maintain a positive work environment through effective prevention and resolution of conflict
- Create a personal action plan to value diversity, practice cultural sensitivity, and promote these actions throughout your organization

Who Should Attend?

This seminar is for mid- to senior-level individuals who have responsibility for supervising or managing a workforce, and who want a better

understanding of how to build and manage a diverse, high performing workforce. The seminar focuses on how to treat diversity as an important organizational advantage for public organizations.

Leadership Competencies

- Conflict Management
- Continual Learning
- External Awareness
- Flexibility
- Human Resources Management
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Oral Communication
- Strategic Thinking

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

NOTE: These two Strategic Leadership seminars will be offered back to back. If you attend both the courses, we will charge a special two-week rate of \$4,450, with food and lodging included for the weekend in between.

STRATEGIC LEADERSHIP: BUILDING PERFORMANCE-BASED ORGANIZATIONS

This first in a series of two courses focuses on the organizational systems and structures necessary to create high performance.

In the fast changing global workplace of the 21st century, there is no longer one organizational structure that can be used universally to increase organizational performance. Each organization, department, and division must define the best systems and structures for their specific vision, mission, strategies, and competencies. The leader must get input and support from the experts who are busy doing the work of the organization and create alignment with customers and stakeholders.

This course provides the public sector executive and manager with a roadmap to build organizational systems that are dynamic, flexible, and outcome focused. The faculty includes academics, organizational consultants, and public sector executives who have been successful in creating high performance.

Key Results

- Link organizational core competencies to outcomes and results defined in your strategic plan
- Define high performance for your agency, department, or division using a model which will drive you toward alignment throughout your organization
- Link individual competencies and performance with organizational needs
- Explore performance-based diagnostic models which will allow you to assess current performance
- Identify the gaps between existing and desired states
- Understand the drivers of organizational structures and how to develop systems which create results
- Develop an action plan to increase performance in your organization

Who Should Attend?

Leaders, managers, and those desiring to develop skills to lead change and increase performance in their organization.

Leadership Competencies

- Accountability
- Continual Learning
- Entrepreneurship
- External Awareness
- Financial Management
- Influencing/Negotiating
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 2 hours/graduate

STRATEGIC LEADERSHIP: LEADING CULTURE CHANGE

This second course in a series of two provides executives and managers with tools and strategies to lead effective organizational change that results in increased performance.

While designing systems to support your outcomes and strategic plans, you must change the culture of the organization to support the new systems. In any change initiative it is the cultural change that is the most difficult. You can design effective systems and structures, but high performance requires the leader to create an environment where the people doing the work are driving the change and committed to high-performance. In this course participants assess their current culture, understand the leadership role in the change process, and develop skills to lead their organization to high performance. The faculty includes academics, organizational consultants, and public sector colleagues who have been successful in leading change.

Key Results

- Understand the power of culture in any organization, and how to link values with culture change
- Assess cultural readiness for change
- Learn effective ways to communicate your vision
- Understand the systemic dynamics of the change process and the power of culture to determine performance levels
- Learn tools to create a learning organization which will design and redesign itself based on changing needs
- Develop skills to create buy-in to the change process, overcome barriers, and decrease resistance
- Learn from public sector colleagues the skills to lead through chaos
- Develop skills to create an environment where innovation drives change
- Create an action plan to implement change in your organization

Who Should Attend?

Leaders, managers, and those desiring to develop the crucial skills necessary to impact change in their organizational culture.

Leadership Competencies

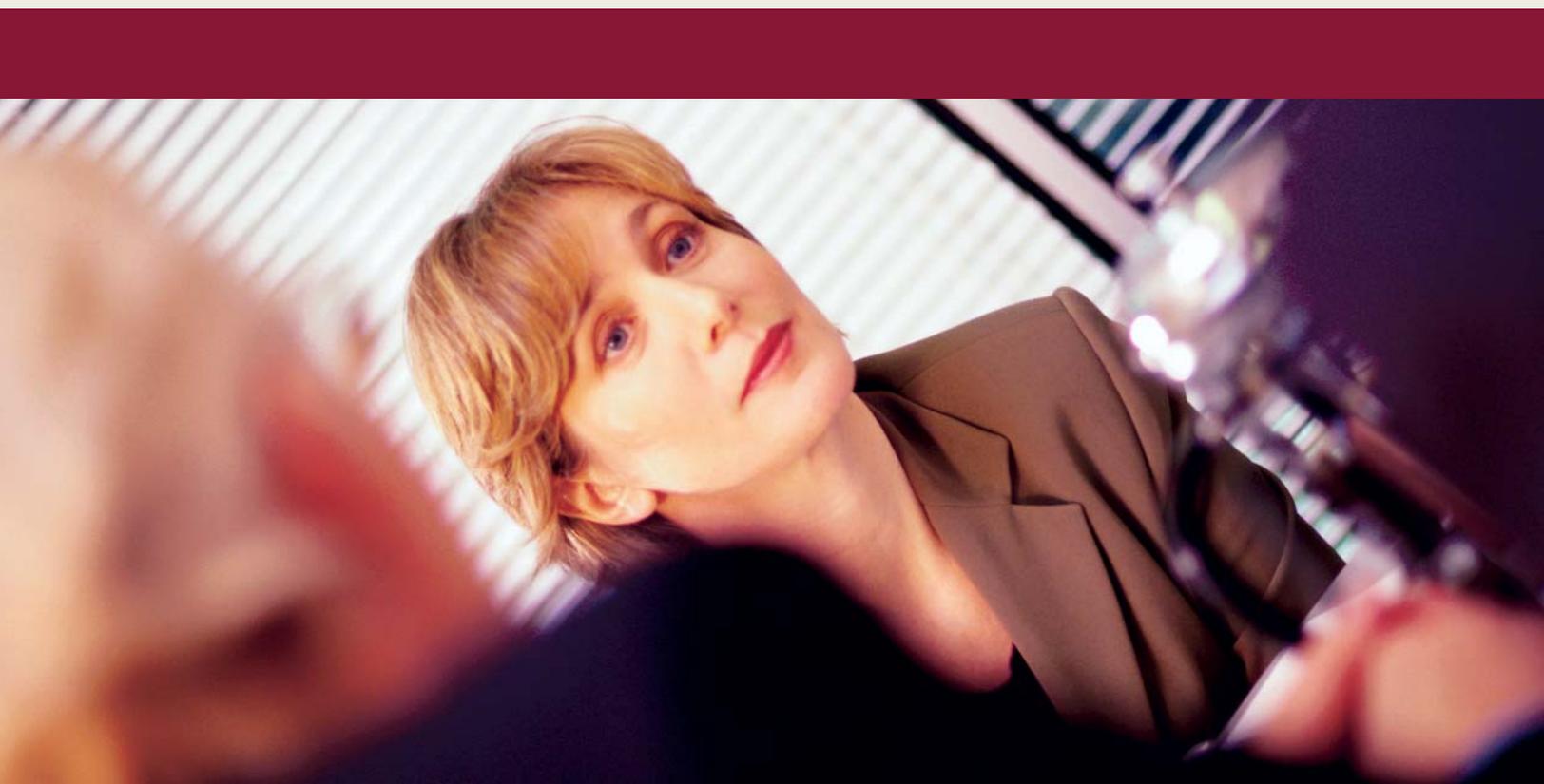
- Accountability
- Entrepreneurship
- External Awareness
- Financial Management
- Human Resources Management
- Influencing/Negotiating
- Partnering
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 1 hour/graduate



NATIONAL POLICY CURRICULUM

These programs explore relevant and topical political, social, economic, and cultural issues that affect government decision makers today.

The seminars provide a unique forum for experts and practitioners from across government to explore and debate in an open and informal setting some of the most timely and far-reaching issues facing public sector leaders. By bringing people together across boundaries of mission and organization, the National Policy Curriculum facilitates new thinking and the formation of important relationships for future work.

TABLE OF CONTENTS

Budget and Performance Integration/Improved Financial Performance	31
Competitive Sourcing	32
Contemporary Leadership Issues Seminar	32
Countering Terrorism Conference	33
Counterintelligence Seminar	33
Dynamics of Public Policy	34
Environmental Policy Issues.....	34
Expanded Electronic Government	35
Federal Budgetary Policies and Processes	36
Federal Human Resources Management.....	36
Government Performance and Results	37
Healthy Watersheds: Community-Based Partnerships for Environmental Decision Making	37
Homeland Security: Critical Infrastructure Protection	38
Homeland Security: Understanding the Enemy	38
Maximizing IT Investments.....	39
National Security Policy	39
Natural Resources Seminar: Policies & Issues	40
Science, Technology and Public Policy.....	41
Strategic Management of Human Capital.....	42
United States Foreign Policy Seminar	42



BUDGET AND PERFORMANCE INTEGRATION/IMPROVED FINANCIAL PERFORMANCE

These initiatives are the foundation of the President’s Management Agenda, designed to provide the final link between performance and resource allocations. For the past decade Congress has passed many laws designed to create a performance-oriented government. We have established strategic plans with performance measures tied to mission driven outcomes. The step that must be taken now is to align performance plans with budget justifications. OMB has created the Program Assessment Rating Tool (PART) to assist agencies in the implementation of this initiative. In the FY 2004 budget process, OMB evaluated 20% of federal programs using the PART. Their goal is to allocate resources to support results. Creating this alignment is the key to getting to green on this initiative. This course will assist agencies in defining the path to alignment for their organization. Finally, the session will provide a discussion of current federal implementation successes and lessons learned.

The Seminar will also provide an opportunity for federal managers to gain insight into the President’s Management Agenda initiative on improving financial management in the federal government. This session explores all aspects of this initiative and provides participants with a better understanding of how to get to green by successfully implementing processes to support the scorecard standards for success. Specifically, the session will examine the integration and relationship between improving financial management and the other four areas of the management agenda. It will provide an overview of the legislative and regulatory environment governing federal financial management and explore in depth the balanced scorecard standards for improving financial management.

Key Results

- Understand the five government-wide initiatives in the President’s Management Agenda, and how they mutually reinforce each other
- Create the link between your strategic plan, program cost information, and budget justification
- Hear the perspectives of GAO, the PMC, the CFO Council, and OMB
- Understand the Program Assessment Rating Tool
- Learn from other agencies and program managers that have established greater accountability for results
- Understand OMB’s long-term goals for this initiative
- Develop goals and targets to get to green
- Financial management systems meet federal financial management system requirements and applicable federal accounting and transaction standards as reported by the agency head
- Accurate and timely financial information
- Integrated financial and performance management systems supporting day-to-day operations
- Unqualified and timely audit opinion on annual financial statements; no material control weaknesses reported by the auditors

Who Should Attend?

Those individuals who are tasked to lead, manage, or conduct efforts to integrate the budget and performance of their organization.

Leadership Competencies

- Accountability
- Financial Management
- Influencing/Negotiating
- Partnering
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC





COMPETITIVE SOURCING

The President has identified Competitive Sourcing as one of his five management objectives to enhance government effectiveness. Competitive Sourcing is an examination of commercial activities to determine the most cost-effective and efficient method of acquisition. Commercial activities are defined as those activities resulting in a product or service that could be obtained from the private sector. Attention to competitive sourcing is imperative as the government acts to address the human capital issues associated with the retirement bulge and to ensure that vital services and products continue to be provided to the public while integrating knowledge capture and management systems into the government of the future.

To be effective, Competitive Sourcing practices will require the coordinated efforts of managers throughout the government. This seminar is geared towards individuals that will be tasked with leading and implementing competitive sourcing activities within their agencies.

Key Results

- Examine the legal framework and regulatory requirements that underpins this initiative including the FAIR Act
- Identify and explore in depth the various approaches in meeting OMB standards for success including A-76 cost comparison, streamlined cost comparison, direct conversion, privatization, and joint partnerships
- Understand the Performance Based Service Contracting process and development of Performance Work Statements and Statement of Objectives to support this process
- Address human capital, labor relations, and socio-economic issues related to the successful implementation of this initiative

Who Should Attend?

Those individuals who are tasked to lead, manage, or conduct competitive sourcing activities in their organization.

Leadership Competencies

- Creativity/Innovation
- Entrepreneurship
- External Awareness
- Service Motivation

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

NEW CONTEMPORARY LEADERSHIP ISSUES SEMINAR ■ *What Government Leaders Need to Know*

The Management Development Centers (MDCs) are eager to help seminar graduates keep abreast of evolving challenges and administration initiatives involving federal managers across the government.

The Contemporary Leadership Issues Seminars update former MDC participants on what is relevant and at the cutting edge in government management and organizational leadership. The seminars feature a discussion with an author of a current leadership text. Works are selected that have special interest to Federal managers. Copies are provided in advance to allow everyone time to read, reflect, and develop questions for the author.

A cornerstone of these programs is a comprehensive review of current Administration initiatives. Issues range from the President's Management Agenda to the latest thinking on succession planning, homeland security and national defense.

Key Results

- Understand current Administration initiatives including the President's Management Agenda
- Learn how other federal managers have improved organizational performance
- Thoroughly examine a current text on leadership
- Develop a global view of the federal government's roles and responsibilities

Who Should Attend?

Graduates of the Leadership Potential Seminar, Supervisory Leadership Seminar, Seminar for New Managers, Management Development Seminar or Executive Development Seminar, or others with significant leadership responsibilities. Graduates of the Presidential Management Intern Program are also encouraged to attend.

Leadership Competencies

- Accountability
- Continual Learning
- Customer Service
- External Awareness
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 3 days

COST: \$2,000 Includes tuition, materials, meals, lodging

LOCATION: EMDC



COUNTERING TERRORISM CONFERENCE

World Wide War on Terrorism: Continuing Threats, Continuing Lessons

This one-week seminar examines the threat of terrorism to U.S. security. The increasing number and ferocity of terrorist attacks have led U.S. officials to describe it as a war. But it is a war that is changing even as it escalates.

Will terrorism grow to be more bloodthirsty, focused on big explosions and body counts; perhaps more indiscriminate, but sticking with conventional explosives? Will the world experience more chemical, biological, or nuclear weapons being used to cause mass destruction? Or will tomorrow's terrorist be a sophisticated electronic soldier penetrating and sabotaging the information and communications systems upon which modern society increasingly depends?

Participants in this interactive program, staffed by experts in the field, are exposed to current thinking in this critical area.

Key Results

- Understand better the underlying conflicts that give rise to terrorism
- Examine the possible future course of terrorism
- Review realistic counterterrorism strategies that can evolve with the changing terrorist threat
- Develop ways to exploit the knowledge and experience already gained in dealing with the terrorist threat

Who Should Attend?

Defense, intelligence, security and law enforcement professionals, including military officers and state or local officials.

Leadership Competencies

- Continual Learning
- External Awareness
- Political Savvy
- Strategic Thinking
- Technical Credibility

LENGTH: 1 week

COST: TBD

LOCATION: San Diego, CA

COUNTERINTELLIGENCE SEMINAR

Understanding the Espionage Threat Through an Examination of Major Spy Cases

A Five-Day Program presented by The Eastern Management Development Center, U. S. Office of Personnel Management and The Center for Human Reliability Studies Oak Ridge Associated Universities

The conviction of FBI agent Robert Phillip Hanssen, who admitted spying for the Soviets for over 15 years, is one of a series of espionage cases that has been uncovered since the end of the cold war. In most cases the person accused began spying before the fall of the Soviet Union and continued spying for the Russian government.

Modern espionage is not limited to military and other government intelligence secrets. In 1996 Congress passed the Economic Espionage Act to address the increasing problem of foreign governments and major corporations targeting the American government and proprietary information of value. In addition to an expansion in the types of organizations targeted for espionage, there have been new developments in the tradecraft used, including extensive use of the Internet for espionage and information warfare activities.

During this five-day program participants have an opportunity to discuss the major spy cases of the past decade with experts from the intelligence and counterintelligence community. Cases that will be covered include Walker, Pelton, Ames, Trofimoff, and Hanssen. In addition,

participants will spend a day at a mock KGB Spy School under the instruction of former KGB Colonel Valentine Aksilenko. Colonel Aksilenko ran one of the most successful economic espionage operations against the United States in the 1980s and was subsequently promoted to Chief of the North American Division of the KGB.

The motivation of espionage agents in each case will be discussed and assessed, and unclassified details of their detection and the investigation into each case will be presented. Video interviews with the convicted agents and training videos prepared on some of the cases will also be used.

Key Results

- Understand the changing nature of the current espionage threat
- Learn what motivated Americans who engaged in espionage
- Examine successful counterintelligence techniques
- Learn how the major spy cases were managed and prosecuted
- Understand the role and capabilities of the National Counterintelligence Executive

Who Should Attend?

Managers and specialists from agencies whose mission includes intelligence and counterintelligence activities and those from other government agencies that are targeted for economic or information espionage. Almost every United States government department, agency and office has information that could be of value to a foreign government or a multinational corporation.

Leadership Competencies

- Continual Learning
- External Awareness
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

DYNAMICS OF PUBLIC POLICY ■ *An In-depth View of How Government Works*

This seminar focuses on the political, social, economic, and cultural environment in which U.S. public policy is initiated, developed, and implemented. It examines major policy-making institutions and nongovernmental organizations whose dynamic interaction shapes policy. Participants acquire both background knowledge of the countervailing forces that generate federal policy and practical experience to understand policy implementation through a highly interactive public policy simulation exercise. This program provides an excellent foundation for effective management in a government organization.

Looking beyond the theory and the academic descriptions of the public policy process, participants discuss a myriad of thought-provoking questions: How does it feel to be a White House aide, dealing with members of Congress to advance the administration's agenda on a policy issue? How does it feel to be a Representative, lobbied by your party and by interest groups, trying to determine how best to serve your constituents? An interest-group representative trying to articulate your group's message? A journalist trying to inform your

readers/viewers about what's really going on in the policy process, and what direction it's likely to take?

Key Results

- Analyze selected public policy issues in the context of historical events
- Enhance effective interaction with interest groups, the media, and public opinion
- Understand the constraints and issues stemming from the federal budget
- Interpret congressional intent
- Respond to Presidential directives
- Make better administrative decisions
- Implement policy with greater understanding and greater assurance of success

Who Should Attend?

Experienced managers and policy analysts who are involved in the development and/or implementation of public policy or who are designated to serve in senior staff or liaison roles.

Leadership Competencies

- Creativity/Innovation
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Political Savvy
- Problem Solving
- Vision

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

COLLEGE CREDIT: 3 hours/graduate

ENVIRONMENTAL POLICY ISSUES ■ *Stay Up to Date on Relevant Policy*

This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape environmental policy. Participants examine the administration's environmental agenda, institutional policy roles, and the future direction of efforts to improve environmental quality.

Through a mix of classroom, small group, and workshop environments, participants come to understand how environmental policy is made, why we make it the way we do, and how new policies are initiated and implemented. Seminar leaders include current administration executives, former government officials, business leaders, and academics.

The curriculum includes an intensive examination of the environmental issues we face now and will face in the coming years, and policy-based solutions from a wide variety of perspectives.

Key Results

- Examine challenges and the evolving role of federal, state, and local governments
- Identify current administration policy initiatives and implications
- Review alternative and emerging policy management methods
- Link policy objectives to political, social, and economic issues
- Consider new directions and the future of environmental policy

Who Should Attend?

Experienced managers, policy analysts, and technical staff who are involved with environmental policy decisions or who need a broader policy overview.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Influencing/Negotiating
- Political Savvy
- Problem Solving
- Vision

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

COLLEGE CREDIT: 3 hours/graduate



EXPANDED ELECTRONIC GOVERNMENT ■ *Achieving the Vision*

The President’s Management Agenda calls for an emphasis in Federal agencies on Electronic Government, using the resources and opportunities of a Web-enabled environment to bring government closer to the people, enable it to be more responsive to public concerns, and improve the accessibility of government-generated information and services. This course will help you develop the tools you need in this new age to transform your programs and to fulfill the E-government vision.

Attendees will understand the federal government’s vision for E-Government, including associated challenges and opportunities; discover ways to use the Internet to improve service while reducing the need for resources; and learn about the key issues and barriers that must be addressed for federal E-Government success.

Key Results

- Identify ways to simplify and unify agency business processes and partner with other federal agencies to improve performance by integrating and eliminating redundant systems as a necessary first step before offering online services directly to citizens improve performance by integrating and eliminating redundant systems as a necessary first step before offering online services directly to citizens

- Learn about the E-Government business and data architecture that is being developed as the enterprise architecture for government-wide application
- Explore ways to effectively communicate and partner with your Chief Information Officer, your agency’s program management, their staffs, private sector partners and others
- Examine private and public sector best practices in using the Internet
- Learn how to create high quality customer service via the Internet and define measures of E-Government success to regularly monitor and measure performance and customer satisfaction
- Discover the future of Internet technology and related E-Government trends
- Learn about the requirements of the Executive Branch Management Scorecard, legislative and other related regulatory requirements associated with E-Government

Who Should Attend?

Federal, state and local government program managers who are interested in leveraging information technology to improve program service delivery and reduce resource expenditures. This seminar will be of special value to program managers and staff who are responsi-

ble for their agency’s effort to Get to Green for the “Expanded E-Government” President’s Management Agenda initiative.

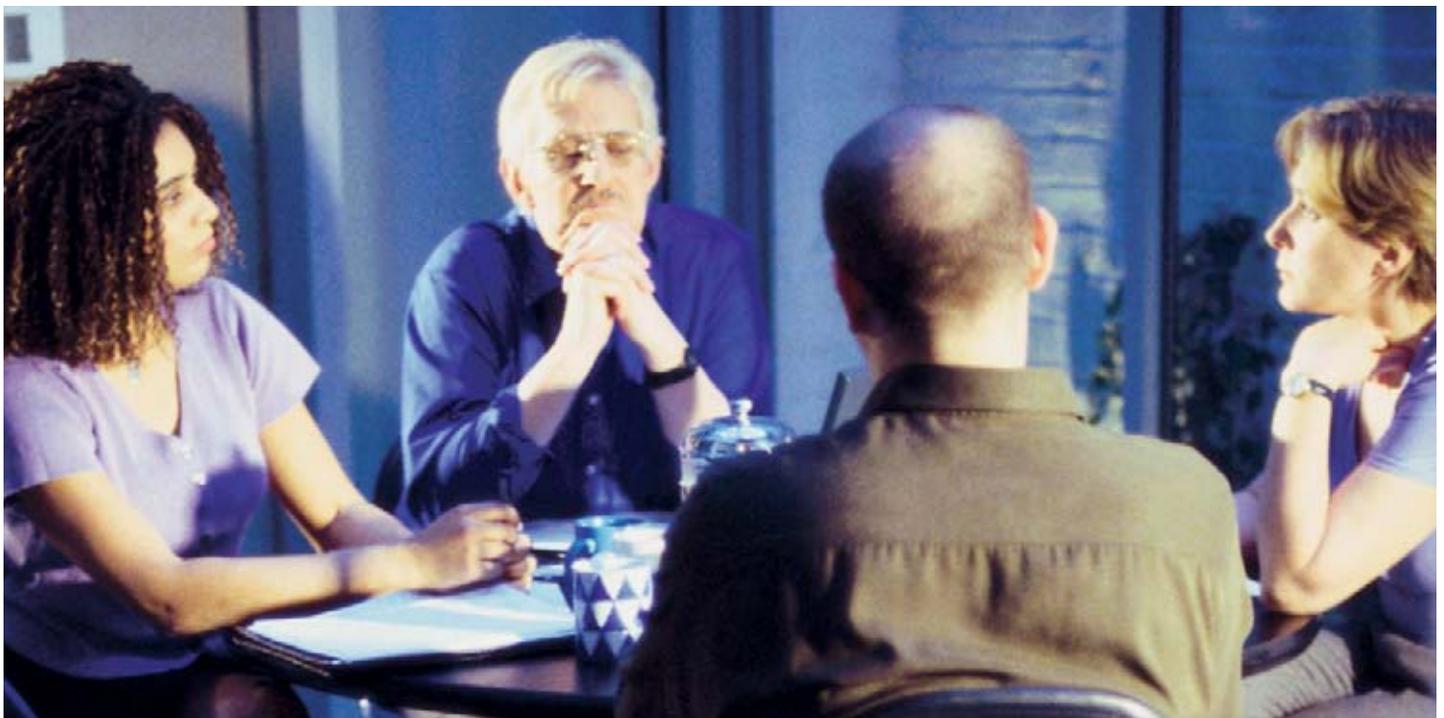
Leadership Competencies

- Customer Service
- Decisiveness
- Entrepreneurship
- External Awareness
- Flexibility
- Partnering
- Political Savvy
- Problem Solving
- Service Motivation
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC



FEDERAL BUDGETARY POLICIES AND PROCESSES ■ *Prepare and Present a Winning Budget*

The Federal Budgetary Policies & Processes Seminar is the very best program available for budget professionals, program managers, and executives to gain an in-depth insight into the federal budget process. This program is designed to give participants the knowledge necessary to successfully prepare and defend their organization's budget. This seminar is only given once a year.

The seminar begins with an overview of the political, policy, and macroeconomic forces affecting the federal budget. It then moves to an in-depth explanation of how to prepare a winning budget presentation through an intensive simulation of the full budget process.

The seminar features senior level administration officials with an extensive working knowledge of federal budget process and procedures. Career and political executives with a wealth of experience in the federal budget process in the executive and legislative branches are also present during the simulation as advisors and consultants to program participants.

Key Results

- Improve skills in effective budget preparation, presentation, and defense
- Obtain information on pertinent issues with current and former senior U.S. Government budget officials
- Understand the relationships between executive and legislative budget and appropriations processes
- Learn about current processes for integrating program performance and federal budgets, including the Office of Management and Budget's application of the Program Assessment Performance Tool (PART) to making budget decisions

Who Should Attend?

Program managers and leaders responsible for their organization's budget, and federal budget professionals.

Leadership Competencies

- Conflict Management
- Creativity/Innovation
- Decisiveness
- External Awareness
- Financial Management
- Flexibility
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Team Building
- Technical Credibility
- Vision

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: WMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper) - 3 hours/graduate

FEDERAL HUMAN RESOURCES MANAGEMENT ■ *Current Issues for HR Leaders*

This seminar takes an in-depth look at the ever changing world of Federal Human Resources Management (HRM) and helps to promote a clear understanding of the new flexibilities and authorities available to managers. Participants explore policy and program areas critical to human resource professionals resulting from agencies' HR restructuring, staff reductions, and the impact of the standards for success for the Strategic Management of Human Capital in the President's Management Agenda. The Federal Human Resources Management seminar addresses a broad range of relevant issues leading to greater organizational effectiveness in utilizing human capital.

Topics

- Human Capital Planning
- Human Capital Assessment and Accountability Framework
- Leadership
- Globalization
- Security Threats
- Performance and Accountability
- Compensation and Pay Issues

- New Developments in EEO
- Recruitment and Retention Strategies
- Forecasts for the Future

Key Results

- Understand the recent and dramatic changes occurring in federal HRM
- Explore future HR prospects with top policy leaders
- Best practices emerging from leading agencies
- Review the connections between HRM changes and policy
- Improve the ability to lead and manage organizational change
- Learn broad strategies to achieve greater Human Capital Management effectiveness

Who Should Attend?

Executives and senior human resource managers with broad responsibility for HRM policies and programs. This course is not intended for HRM specialists in non-management positions.

Leadership Competencies

- Accountability
- Continual Learning
- Creativity/Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Integrity/Honesty
- Oral Communication
- Problem Solving
- Technical Credibility
- Vision

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

COLLEGE CREDIT: 3 hours/undergraduate (upper) - 3 hours/graduate

GOVERNMENT PERFORMANCE AND RESULTS

Managing Your Organization to Outcomes and Results

This seminar assists federal managers in implementing outcome management techniques consistent with the Government Performance and Results Act (GPRA). The seminar concentrates on the development of strategic plans, annual performance plans, and methods for measuring program results.

Participants first engage in an overview of the GPRA in its national context and its most successful applications to date. In a workgroup approach, participants then develop a structured, strategic, outcome-oriented plan for their own organization, as required by the GPRA. Appropriate implementation, progress, and measurement systems are formulated and documented throughout the seminar.

Key Results

- Understand the national context of GPRA
- Develop the formal, structured, strategic plans required by the GPRA
- Align program activities to annual performance plans
- Clarify organizational expected outcomes
- Manage outcomes rather than inputs and activities
- Implement plans through visualization centers
- Design measurement systems that accurately track results

Who Should Attend?

Mid-level federal managers or management team members looking to improve their skills in outcome management and/or who are responsible for supporting the implementation of the GPRA.

Leadership Competencies

- Accountability
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

HEALTHY WATERSHEDS: COMMUNITY-BASED PARTNERSHIPS FOR ENVIRONMENTAL DECISION MAKING

This seminar emphasizes community-based partnership building and decision making related to watersheds. Basic skills, potential pitfalls, and rewarding results of community-based environmental partnering and decision making will be explored. The seminar provides tools and strategies for building and working effectively in partnerships at the community level. Participants will explore current community-based projects and state-of-the-art approaches through presentations by expert practitioners in environmental science, plant and animal ecology, hydrology, and other watershed science areas. In small groups, participants will actively develop and improve the personal and interactive skills necessary to improve group processes when working with various stakeholders. They will realize the prominent roles that leadership, collaboration, facilitation and teamwork add to the success of sustaining healthy watersheds.

What you will do in this seminar:

Learn and practice technical, scientific, interpersonal, and innovative skills needed to develop a community-based environmental plan. Participate in a learning group that challenges, takes risks, explores new ideas and behaviors, and works through conflict to gain insights. Apply specific scientific, technical and leadership tools for collaborating with others with

diverse personalities and environmental objectives Practice new ways of communicating and problem solving — from stress driven problem solving to pro-active problem solving. Acquire skills to move your community-based organization to full participation for maximum effectiveness. Learn to take advantage of differences among people as an asset for peak organizational performance. Observe watershed issues, solutions and practitioners in the field.

Key Results

- Acquire skills and technical knowledge to work effectively with a variety of stakeholders
- Learn the phases of community-based environmental planning, partnerships, and decision making
- Develop techniques to work effectively in partnerships at the local level
- Study scientific and technical watershed planning, assessment, and decision making
- Recognize how behaviors and attitudes can contribute to or erode group dynamics
- Learn the evolution and application of environmental regulation
- Observe how imagination, innovation, and passion help build compelling community-based plans

Who Should Attend?

Managers, team/project leaders, and others involved in making and supporting decisions that affect the environmental quality of watersheds or other geographically defined areas.

Leadership Competencies

- Conflict Management
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Political Savvy
- Problem Solving
- Team Building
- Technical Credibility

LENGTH: TBD

COST: TBD

LOCATION: TBD

COLLEGE CREDIT: 3 hours/graduate

NEW HOMELAND SECURITY: CRITICAL INFRASTRUCTURE PROTECTION

Concern over attacks on infrastructure targets in the United States began long before September 11, 2001. The National Infrastructure Protection Center was established in the 1990s and has identified infrastructure targets that must be protected, and threats to those targets. The events of September 2001 have made protection of these systems and facilities an even greater priority.

The objective of this seminar is to present information on critical infrastructure targets and the threats to them. Threats to information management, utility, transportation, financial, and public health systems are discussed. Speakers representing government agencies and national organizations responsible for infrastructure protection discuss the role of their agencies and programs developed in response to these threats. Intelligence collection and alert systems designed to prevent infrastructure attacks are also discussed.

As a result of attending this seminar, participants will have a better understanding of the

threats to infrastructure targets and the role of their agencies in addressing these threats.

Key Results

- Examine the current threat to infrastructure targets from terrorists, extremists, and other criminals
- Review case studies of previous attacks and attempted attacks on these targets
- Discuss the roles of various federal agencies in the protection on infrastructure targets
- Gain an understanding of the coordination that is taking place between various agencies and the private sector to protect these targets
- Learn about future potential threats to infrastructure targets

Who Should Attend?

Managers and specialists with critical infrastructure or force protection responsibilities. State and local officials are also encouraged to attend.

Leadership Competencies

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

NEW HOMELAND SECURITY: UNDERSTANDING THE ENEMY

The War on Terrorism will continue well into the future and, according to Homeland Security Secretary Tom Ridge, the homeland security efforts in response to this war will involve approximately 200,000 federal employees. Some of those employees will be assigned to homeland security duties on a full-time basis, but many will have new duties added to their current assignments.

The primary objective of this seminar is to provide information on the nature of terrorism and the specific threats to the United States. The seminar is designed primarily for federal managers and specialists who have responsibilities in areas related to terrorism, counteraction, or homeland security. The program includes specific information on international threats, the threat from domestic anti-government groups, and threats from special interest extremist organizations. There are also discussions on homeland security approaches developed by other countries and the challenges facing America.

Key Results

- Understanding of the dynamics of terrorism and the current threats to the United States
- Provide an overview of the evolution of terrorism, including al-Qaida and domestic anti-government groups
- Discuss the nature and dynamics of international and domestic terrorism
- Examine the cultures that produce suicide bombers or pursue weapons of mass destruction
- Learn how other countries deal with the scourge of terrorism
- Discuss America's homeland security program and the role of the federal agencies supporting the program
- Understanding your role in the new security environment

Who Should Attend?

Managers and specialists with homeland security, operations security, counterterrorism, law enforcement, or intelligence responsibilities. State and local officials are also encouraged to attend.

Leadership Competencies

- Continual Learning
- External Awareness
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

MAXIMIZING IT INVESTMENTS ■ *People, Processes, and Technology*

This seminar will assist federal managers involved with the acquisition and management of information technology resources. Participants will learn how to develop appropriate criteria for assessing and determining their organization's information technology (IT) requirements.

This seminar is of particular value to those individuals who have responsibilities for implementing selected provisions of the Information Technology Management Reform Act of 1996 (ITMRA), also known as the Clinger-Cohen Act.

Attendees learn about federal information technology legislation and how it affects their agency or work unit. They develop an in-depth understanding of how to effectively implement IT guidance. Participants examine the methods for conducting a management-level system requirements analysis for their organization, and learn a business case approach to justifying IT investments and analyzing their return on investment.

Key Results

- Learn the key guidance for making IT investments
- Understand the requirements of the ITMRA
- Develop and use the business case to justify IT investments
- Understand the relationship between the ITMRA, GPRA, and other relevant legislation
- Learn E-Government requirements of the President's Management Agenda (PMA)
- Learn about the best information technology practices
- Learn about information security and how to safeguard important information

Who Should Attend?

Staff who are responsible for their agency's acquisition and management of information technology, especially those involved with implementing provisions of the ITMRA and Getting to Green on the Executive Branch PMA Scorecard.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Financial Management
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC/EMDC

COLLEGE CREDIT: 2 hours/undergraduate (upper)

NATIONAL SECURITY POLICY ■ *A Strategic Overview*

This seminar provides a strategic overview of the complex problems surrounding the creation and administration of national security policy. With guest faculty from government, academia, and private business sectors, participants explore the most compelling national security issues of our time and their interrelationship with U.S. foreign, military, economic, and domestic policy.

Key Results

- Learn the structures of the national security establishment
- Explore the processes involved in national security policy
- Understand the changing nature of external threats

- Identify U.S. defense policy issues into the next century
- Learn about new roles and organizations within the intelligence community
- Review the current political and economic situation in theaters of interest to the U.S.
- Examine the effects of terrorism, proliferation of weapons of mass destruction, and the international drug trade on U.S. national interests

Who Should Attend?

Key program staff and managers who are involved in policy development and program implementation in any area of U.S. national security. Military officers are strongly encouraged to attend.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Financial Management
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: WMDC

NATURAL RESOURCES SEMINAR: POLICIES & ISSUES ■ *Managing America's Natural Riches*

This seminar explores the federal stewardship of natural resources use and its importance to the continued growth of the United States. By examining alternative strategies for natural resources use and the public benefits those strategies seek to secure, public administrators are able to assess probable economic, environmental, technological, and social consequences of proposed decisions and actions. Major natural resources and technologies, as well as current processes for choosing policy options, are surveyed.

Selected issues cover: land management and stewardship; policy issues in management for multiple use; development/conservation as policy motives; natural resources economics; biodiversity and wildlife conservation; water issues and water law; energy needs and energy strategies; and public perceptions (and misconceptions) of federal stewardship.

The seminar also covers the policy apparatus regarding U.S. natural resources, in looking at both the formal and informal institutions that influence resources policy in the Executive Branch and in the Congress, in interest groups and the press, and what directions that policy is likely to take over the next few years.

Key Results

- Learn the history of changes in natural resources use
- Examine issues of abundance and scarcity and the management of federal government land responsibility
- Learn current natural resources policy initiatives and administration priorities
- Gain an awareness of public perceptions of the risks and benefits of alternative strategies for natural resources use
- Examine the balance of multiple policy goals in the natural resources area, including economic and environmental goals
- Understand the role of scientific knowledge and advanced technologies such as Geographical Information Systems

Who Should Attend?

Managers and senior specialists who are involved in policy or program management in natural resources.

Leadership Competencies

- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Strategic Thinking
- Technology Management
- Vision
- Influencing/Negotiating
- Political Savvy
- Problem Solving

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

COLLEGE CREDIT: 3 hours/graduate



SCIENCE, TECHNOLOGY AND PUBLIC POLICY
Responding to the Challenges of the 21st Century

This seminar examines science and technology policy apparatus and the challenges it faces in the 21st century, providing federal managers with an enhanced ability to understand, anticipate, and respond to those challenges in their agencies. Selected issues of national and international importance are used as vehicles to address policy development and implementation of science and technology policies.

In addition, the seminar looks at both the formal and informal institutions that influence science and technology policy, in the Executive Branch and in the Congress, in the interest groups and the press, and what directions that policy may take in the future.

Looking at both policy for science (how we generate and implement federal policy governing science) as well as science for policy (the role of scientific knowledge in public policy debate and design), the seminar typically addresses the following themes: allocation issues and setting priorities; technology transfer and the policy issues that it raises; differential time horizons for politics and for science; increasing scientific complexity and the problem of public education; making policy under scientific uncertainties; the role of the scientist as public servant; and comparative decision making between politics and science.

Key Results

- Examine administration initiatives and priorities in science and technology
- Recognize important connections between scientific research and technology development for national goals
- Explore the promise of new technologies and the resulting challenges to public policy in areas such as national security, genetic research, computer applications, space exploration and development
- Understand the role of science and technology for the national interest
- Learn how economic, political, and social trends affect the future of science and technology
- Understand the relationships between government and the private sector in research and development to address environmental and societal concerns
- Learn about the development, funding, and implementation of science and technology policy in federal agencies

Who Should Attend?

Typical attendees are managers and senior level specialists whose programs or policies are related to science, engineering, and/or technology. Attendees may include high performing mid-level specialists in the policy-related fields covered in the seminar.

Leadership Competencies

- Accountability
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Political Savvy
- Problem Solving
- Strategic Thinking
- Technical Credibility
- Technology Management

LENGTH: 2 weeks

COST: \$3,900 Includes tuition, materials, meals, lodging

LOCATION: EMDC

COLLEGE CREDIT: 3 hours/graduate



“I took away a lot of valuable experiences from the training.”

FRANK LANE
 PENTAGON



STRATEGIC MANAGEMENT OF HUMAN CAPITAL ■ *Getting to Green*

Creating a more effective government depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels. Sound investment in human capital is essential if agencies are to achieve their missions. Agencies have taken up the challenge presented by the President's Management Agenda (PMA) and are already making progress.

This extremely valuable seminar enables federal managers to succeed in transforming the employment, deployment, development, and evaluation of their organization with results in mind.

Using the Human Capital Assessment and Accountability Framework (HCAAF), participants can refine their human capital efforts and plans. The HCAAF contains six human capital standards:

- Strategic Alignment
- Workforce Planning and Deployment
- Leadership and Knowledge Management
- Results-Oriented Performance Culture
- Talent
- Accountability

Key Results

- Understand the HCAAF and its critical role in achieving Green status
- Learn the crucial link between the PMA government-wide initiatives and the Strategic Management of Human Capital
- Align human capital plans with agency mission, goals, and organizational objectives
- Learn how to use the HCAAF to check for progress in the implementation of agency human capital efforts
- Understand how other agencies are processing toward Green status
- Develop performance goals and measures for your agency's human capital plans
- Improve the ability to lead and manage organizational change

Who Should Attend?

Key senior program staff, senior human resources managers, and experienced managers with broad responsibility to implement and execute their agency efforts to achieve Green status.

Leadership Competencies

- Accountability
- External Awareness
- Flexibility
- Human Resources Management
- Influencing/Negotiating
- Integrity/Honesty
- Political Savvy
- Problem Solving
- Strategic Thinking
- Vision

LENGTH: 3 days

COST: \$2,000 Includes tuition, materials, meals, lodging

LOCATION: EMDC/WMDC

UNITED STATES FOREIGN POLICY SEMINAR

This seminar provides an understanding of new directions in the content and conduct of U.S. foreign policy. Participants examine foreign policy development at many levels and the interaction between Congress, the executive branch, the principal federal agencies and multinational organizations.

America is the superpower in the world. Participants will explore the special roles and responsibilities associated with that status.

Among the components of foreign policy covered in the seminar are America's economic, environmental, trade, defense and counterterrorism interests.

Key Results

- Increase understanding of policy initiatives and enhance management effectiveness
- Comprehensive perspective on the administration's foreign policy initiatives and priorities
- Understand U.S. expectations of international organizations
- Learn about America's strategic interests around the world
- Explore relationship of international trade, economic trends, and foreign policy
- Examine progress in controlling terrorism

Who Should Attend?

Managers and specialists at or above GS-13 or equivalent whose programs relate to U.S. foreign policy.

Leadership Competencies

- Continual Learning
- External Awareness
- Political Savvy
- Strategic Thinking
- Vision

LENGTH: 1 week

COST: \$2,600 Includes tuition, materials, meals, lodging

LOCATION: EMDC

 = New  = President's Management Agenda (E) = Shepherdstown, WV (W) = Denver, CO (AL) = Huntsville, Alabama * Program Dates include a holiday

 **Budget and Performance Integration/Improved Financial Performance**

\$2,600
Jan 26 - 30, '04 (E)
Apr 12 - 16, '04 (W)

 **Competitive Sourcing**

\$2,000
Jan 12 - 14, '04 (W)
Jun 15 - 17 '04 (E)

 **Expanded Electronic Government**

\$2,600
Jan 26 - 30, '04 (W)
Jun 14 - 18, '04 (E)

 **Strategic Management of Human Capital**

\$2,000
Nov 4 - 6, '03 (E)
May 11 - 13, '04 (W)

Alternative Dispute Resolution

\$2,600
*Apr 12 - 16, '04 (E)
Sep 13 - 17, '04 (E)

Conflict Resolution Skills: Positive Approaches to Difficult People

\$2,900
Nov 10 - 14 '03 (W)
Feb 9 - 13, '04 (W)

Contemporary Leadership Issues

\$2,000
Sep 8 - 10, '04 (E)

 **Counterintelligence Seminar**

\$2,600
Nov 17 - 21, '03 (E)
*Apr 5 - 9, '04 (E)
Nov 1 - 5, '04 (E)

Countering Terrorism Seminar

\$TBD
May 10 - 14, '04 (San Diego, CA)

 **Developing and Communicating Leadership Competencies**

\$2,600
Nov 3 - 7, '03 (E)
Mar 15 - 19, '04 (E)
Aug 9 - 13, '04 (E)
Nov 1 - 5, '04 (E)

Developing Customer-Focused Organizations

\$2,600
Nov 17 - 21, '03 (E)
Dec 1 - 5, '03 (W)
Mar 15 - 19, '04 (E)
Jul 19 - 23, '04 (E)
Sep 20 - 24, '04 (W)
Nov 15 - 19, '04 (E)

Developing High Performing Teams

\$2,900
Oct 6 - 10, '03 (W)
Mar 22 - 26, '04 (W)
Jul 12 - 16, '04 (W)
Sep 13 - 17, '04 (W)

Dynamics of Public Policy

\$3,900
Oct 20 - 31, '03 (E)
May 17 - 28, '04 (E)
Oct 18 - 29, '04 (E)

Emotional Intelligence as a Leadership Skill

\$2,900
May 10 - 14, '04 (W)
Oct 4 - 8, '04 (W)

Entrepreneurial Government Management

\$2,900
May 17 - 21, '04 (E)

To Register

Voice: 304-870-8008
Fax: 304-870-8009

What's Included

Tuition includes all instructional services, course material, food and lodging.

How to Pay

The easiest and most efficient payment method is with your government IMPAC Visa or Mastercard. Other payment method options include SF182, MIPR, DD1566, Purchase Order, or other agency training authorization.

* Program Dates include a holiday.

The Management Development Centers strive to maintain fair and reasonable tuition fees for all our programs. However, since the MDCs receive no appropriated funds, fees for some courses are subject to change. Visit our Web site to confirm rates, or call us at the number listed below.

FY 2004 SCHEDULE AT-A-GLANCE

 = New  = President's Management Agenda

(E) = Shepherdstown, WV

(W) = Denver, CO

(AL) = Huntsville, Alabama

Environmental Policy Issues

\$3,900

Jul 12 - 23, '04 (E)

Executive Assessment Program

\$4,450

Sep 20 - 24, '04 (W)

Executive Communications Workshop: Representing Your Agency to External Customers

\$3,900

Feb 16 - 20, '04 (W)

May 3 - 7, '04 (W)

Oct 4 - 8, '04 (W)

Executive Development Seminar: Leading Change

\$3,900

Oct 20 - 31, '03 (E)

Jan 5 - 16, '04 (E)

Feb 2 - 13, '04 (W)

*Feb 17 - 27, '04 (E)

Mar 22 - Apr 2, '04 (E)

May 3 - 14, '04 (E)

Jun 7 - 18, '04 (W)

Jun 21 - Jul 2, '04 (E)

Jul 12 - 23, '04 (E)

Aug 9 - 20, '04 (W)

Aug 23 - Sep 3, '04 (E)

Sep 7 - 17, '04 (W)

*Sep 20 - Oct 1, '04 (E)

Nov 29 - Dec 10, '04 (E)

Executive Development Seminar: Blended Course

\$3,200

Mar 29 - May 9, '04 (W) (On-line portion)

May 24 - July 11, '04 (W) (On-line portion)

Jul 26 - 30, '04 (W) (In-Residence for Mar 29
and May 24 groups)

Executive Supervisory Skills

\$2,600

Nov 10 - 14, '03 (W)

Aug 23 - 27, '04 (W)

Facilitative Leadership

\$2,900

Nov 17 - 21, '03 (W)

Jan 26 - 30, '04 (W)

Mar 1 - 5, '04 (W)

Jun 21 - 25, '04 (W)

Federal Budgetary Policies and Processes

\$3,900

Apr 12 - 23, '04 (W)

Federal Human Resources Management

\$3,900

Jun 7 - 18, '04 (E)

Government Performance and Results: Managing Your Organization to Outcomes and Results

\$2,600

Jan 26 - 30, '04 (E)

Healthy Watersheds

\$TBA

TBA See Web

Homeland Security: Critical Infrastructure Protection

\$2,600

Feb 23 - 27, '04 (E)

Aug 16 - 20, '04 (E)

Homeland Security: Understanding the Enemy

\$2,600

Nov 3 - 7, '03 (E)

*Apr 12 - 16, '04 (E)

Nov 1 - 5, '04 (E)

Leadership Assessment Program

\$4,450

Nov 17 - 21, '03 (E)

Feb 23 - 27, '04 (E)

*Apr 5 - 9, '04 (E)

May 3 - 7, '04 (W)

Jun 7 - 11, '04 (E)

Aug 9 - 13, '04 (E)

Nov 15 - 19, '04 (E)

To Register

Voice: 304-870-8008

Fax: 304-870-8009

What's Included

Tuition includes all instructional services, course material, food and lodging.

How to Pay

The easiest and most efficient payment method is with your government IMPAC Visa or Mastercard. Other payment method options include SF182, MIPR, DD1566, Purchase Order, or other agency training authorization.

* Program Dates include a holiday.

NEW = New  = President's Management Agenda

(E) = Shepherdstown, WV

(W) = Denver, CO

(AL) = Huntsville, Alabama

Leadership Communications Work Shop: Interpersonal Communication

\$3,900

Nov 10 - 14, '03 (W)

Mar 22 - 26, '04 (W)

Jul 19 - 23, '04 (W)

Sep 20 - 24, '04 (W)

Leadership Foundation Seminar

\$2,600

Jun 28 - July 2, '04 (W)

Oct 18 - 22, '04 (W)

Leadership Potential Seminar

\$3,900

Oct 27 - Nov 7, '03 (W)

Dec 1 - 12, '03 (E)

*Jan 20 - 30, '04 (W)

Feb 2 - 13, '04 (E)

Mar 8 - 19, '04 (W)

Mar 22 - Apr 2, '04 (E)

May 3 - 14, '04 (E)

Jun 7 - 18, '04 (W)

Jun 21 - Jul 2, '04 (E)

Jul 12 - 23, '04 (W)

Jul 26 - Aug 6, '04 (E)

Aug 9 - 20, '04 (W)

Aug 23 - Sep 3, '04 (E)

*Sep 7 - 17, '04 (E)

*Sep 20 - Oct 1, '04 (E)

Sep 27 - Oct 8, '04 (W)

Oct 18 - 29, '04 (E)

Nov 29 - Dec 10, '04 (W)

Leadership Skills for Non-Supervisors/Managers

\$2,900

Nov 16 - 21, '03 (W)

Dec 14 - 19, '03 (W)

Feb 1 - 6, '04 (W)

Mar 21 - 26, '04 (W)

Jun 20 - 25, '04 (W)

Jul 25 - 30, '04 (W)

Sep 19 - 24, '04 (W)

Dec 12 - 17, '04 (W)

Lessons New Workplace: Leading Through Change and Chaos

\$2,600

Feb 22 - 27, '04 (W) (at 4:00 p.m.)

Management Assessment Program

\$4,450

Dec 7 - 12, '03 (W)

Mar 28 - Apr 2, '04 (W)

May 23 - 26, '04 (E)

Jun 20 - 25, '04 (W)

Jul 25 - 30, '04 (W)

Aug 22 - 27, '04 (W)

Management Development Seminar

\$3,900

Oct 27 - Nov 7, '03 (W)

Dec 1 - 12, '03 (E)

Jan 5 - 16, '04 (E)

Jan 20 - 30, '04 (W)

*Feb 17 - 27, '04 (E)

Mar 8 - 19, '04 (W)

Mar 22 - Apr 2, '04 (E)

Apr 19 - 30, '04 (E)

May 3 - 14, '04 (E)

May 17 - 28, '04 (W)

Jun 7 - 18, '04 (W)

Jun 21 - Jul 2, '04 (E)

Jul 12 - 23, '04 (W)

Jul 26 - Aug 6, '04 (E)

Aug 9 - 20, '04 (W)

Aug 23 - Sep 3, '04 (E)

*Sep 7 - 17, '04 (E)

Sep 27 - Oct 8, '04 (W)

Nov 1 - 12, '04 (W)

Nov 29 - Dec 10, '04 (E)

Managing Project Teams

\$2,600

Nov 17 - 21, '03 (W)

Mar 8 - 12, '04 (E)

May 10 - 14, '04 (W)

Jul 19 - 23, '04 (W)

Sep 27 - Oct 1, '04 (E)

Managing Projects Well

\$2,600

April 5 - 9, '04 (W)

Aug 30 - Sep 3, '04 (W)

Maximizing Human Capital

\$2,600

Dec 1 - 5, '03 (W)

May 24 - 28 '04 (W)

Maximizing IT Investments

\$2,600

Nov 3 - 7, '03 (E)

Feb 23 - 27, '04 (W)

Aug 23 - 27, '04 (W)

NEW Mission to the STARS

\$1,925

Dec 3 - 4, '03 (AL)

*Mar 10 - 11, '04 (AL)

Dec 1 - 2, '04 (AL)

* Program Dates include a holiday.

The Management Development Centers strive to maintain fair and reasonable tuition fees for all our programs. However, since the MDCs receive no appropriated funds, fees for some courses are subject to change. Visit our Web site to confirm rates, or call us at the number listed below.

NEW = New  = President's Management Agenda

(E) = Shepherdstown, WV

(W) = Denver, CO

(AL) = Huntsville, Alabama

NEW **Motivating for Results**

\$2,900

Aug 16 - 20, '04 (W)

National Security Policy

\$3,900

Feb 2 - 13, '04 (W)

Sep 7 - 17, '04 (W)

Natural Resources Seminar

\$3,900

Aug 9 - 20, '04 (E)

Science, Technology, and Public Policy

\$3,900

Dec 1 - 12, '03 (E)

Apr 19 - 30, '04 (E)

Jun 7 - 18, '04 (E)

*Sep 20 - Oct 1, '04 (E)

Nov 29 - Dec 10, '04 (E)

To Register

Voice: 304-870-8008

Fax: 304-870-8009

What's Included

Tuition includes all instructional services, course material, food and lodging.

How to Pay

The easiest and most efficient payment method is with your government IMPAC Visa or Mastercard. Other payment method options include SF182, MIPR, DD1566, Purchase Order, or other agency training authorization.

Seminar for New Managers: Leading People

\$3,900

Oct 20 - 31, '03 (E)

Oct 27 - Nov 7, '03 (W)

Dec 1 - 12, '03 (E)

Jan 5 - 16, '04 (E)

Jan 20 - 30, '04 (W)

Feb 2 - 13, '04 (E)

Mar 8 - 19, '04 (W)

Mar 22 - Apr 2, '04 (E)

Apr 19 - 30, '04 (E)

May 3 - 14, '04 (E)

May 17 - 28, '04 (W)

Jun 7 - 18, '04 (W)

Jun 21 - Jul 2, '04 (E)

Jul 12 - 23, '04 (W)

Jul 26 - Aug 6, '04 (E)

Aug 9 - 20, '04 (W)

Aug 23 - Sep 3, '04 (E)

*Sep 7 - 17, '04 (E)

Sep 27 - Oct 8, '04 (W)

Oct 18 - 29, '04 (E)

Nov 1 - 12, '04 (W)

Senior Leadership Workshop

\$ 2,900

Sep 12 - 17, '04 (W)

Strategic Diversity: A Business Necessity

\$2,600

Mar 15 - 19, '04 (E)

Strategic Leadership: Building Performance-Based Organizations

\$2,900 (\$4,450 for both weeks)

Feb 23 - 27, '04 (W)

May 17 - 21, '04 (W)

Aug 23 - 27, '04 (W)

Strategic Leadership: Leading Culture Change

\$2,900 (\$4,450 for both weeks)

Mar 1 - 5, '04 (W)

May 24 - 28, '04 (W)

Aug 30 - Sep 3, '04 (W)

Supervisory Leadership Seminar

\$3,900

Oct 20 - 31, '03 (E)

Dec 8 - 19, '03 (W)

Feb 2 - 13, '04 (E)

Mar 22 - Apr 2, '04 (W)

May 17 - 28, '04 (E)

Jun 21 - Jul 2, '04 (W)

Aug 9 - 20, '04 (E)

Sept 20 - 30, '04 (W)

Nov 29 - Dec 10, '04 (E)

Team Building and Team Leadership

\$ 2,600

Oct 20 - 24, '03 (W)

Nov 17 - 21, '03 (E)

Dec 1 - 5, '03 (W)

Jan 5 - 9, '04 (W)

Mar 8 - 12, '04 (E)

May 10 - 14, '04 (W)

Jul 12 - 16, '04 (E)

Aug 16 - 20, '04 (E)

Sep 13 - 17, '04 (W)

Nov 15 - 19, '04 (E)

United States Foreign Policy

\$2,600

Jan 26 - 30, '04 (E)

Women's Assessment program

\$4,450

Apr 4 - 9, '04 (W)

Women's Leadership Seminar

\$2,600

Aug 30 - Sep 3, '04 (W)

* Program Dates include a holiday.



“WMDC provided us with an excellent cadre of speakers and facilitators. They have become familiar with our organizational structure, mission, vision and goals and designed the program and material to fit our framework. They have been instrumental in providing a schedule of classes to meet our growing population of candidates for the program at a very reasonable cost.”

KATHLEEN S. COX, PROGRAM MANAGER
INTERNAL REVENUE SERVICE

CUSTOM AND CONSULTING SERVICES

- Has a Management Development Center program you recently attended helped you identify a critical issue that should be addressed throughout your organization?
- Do others in your agency need a similar program so you can jointly address issues using the same tools?
- Can colleagues with high-performance potential benefit from coaching today as you plan your leadership structure for tomorrow?
- Do you need help identifying the key organizational issues affecting agency performance?
- Would an intensive, long-term relationship with a world-class management and executive development provider help keep your agency on the path to success?

Our participants have touted this program as the best training they’ve ever received from the IRS organization. The learning the MDCs have gained is working for them both on the job and in their personal lives. They are a customer friendly organization that we will continue to partner with for the future.”

KATHLEEN S. COX, PROGRAM MANAGER
INTERNAL REVENUE SERVICE

Our alumni often ask us about custom designed programs, organizational assessments, and consulting. In order to meet these needs, we have developed services that can be used singly or as part of a strategic partnership to improve agency performance. The service areas are:

- Management Needs Assessment
- Custom Seminars
- Facilitated Planning and Development Programs
- Coaching
- Organizational and Individual Assessment
- Consulting Activities
- Strategic Partnerships
- Succession Planning Services

For more information, see our CD or Web site
<http://www.leadership.opm.gov/>

ARRANGING CUSTOM AND CONSULTING SERVICES

We can help. Our commitment to continuous learning allows us to provide a wide range of programs that are tailored to meet specific agency development needs. To learn more about Custom and Consulting Services, contact:

National Sales Office
Management Development Centers
101 Lowe Drive
Shepherdstown, West Virginia 25443
Telephone: 304-870-8008
Fax: 304-870-8009
Register@opm.gov

In addition to the five paths comprising the Leadership Journey, we have developed complementary programs and services tailored to the specialized requirements of our customers. The Executive in Residence Program provides for the assignment of GS13-15 and Senior Executive Service (SES) members from various agencies to the Management Development Centers as visiting faculty members. Our Continuing Professional Development through MDCs, certification process for Receiving College Credit and Masters of Public Administration Programs with partnering universities offers a flexible approach to earning a master's degree. Course work can be tailored to fit a student's individual needs and career objectives. The Management Conference Service makes available our outstanding residential meeting and lodging facilities for management and executive training, conferences, and off-site agency planning sessions. And finally, Our ECQ Leadership Workshops are one-day programs designed to assess participants' leadership competencies—scheduled at the customer's site.

SPECIAL SERVICES

- Executive in Residence Program
- The Management Conference Service
- Continuing Professional Development through the Management Development Centers
- The Master of Public Administration Degree (MPA)
 - University of Colorado
 - American University
- Receiving College Credit
- Executive Leadership Workshop

THE EXECUTIVE IN RESIDENCE PROGRAM

America's dynamic and diverse democracy requires public sector leaders with unparalleled experience, leadership, and dedication. Our Management Development Centers in Shepherdstown, West Virginia, and Denver, Colorado, invite applications for Executives in Residence (EIRs) to prepare these public sector leaders. Executives in Residence are career government executives who serve as visiting full-time faculty members at our residential learn-

ing facilities. EIRs join a team of permanent and adjunct faculty members working to:

- Create, share, and apply knowledge and skills to address the challenges faced by public sector organizations
- Develop the values and competencies that are the foundation of public service, transcending individual professions and missions
- Offer state-of-the-art learning experiences in world-class learning environments

Both the individual EIR and his or her agency benefit from the faculty appointment. Advantages identified by past EIRs include the opportunities to:

- Share knowledge and experience with rising government leaders
- Be exposed to a diversity of "cutting edge" training and performance improvement strategies
- Develop and renew oneself both professionally and personally
- Meet and network with a wide variety of individuals from all government agencies
- Research and discuss a variety of leadership and management issues
- Work on special projects for their home agency
- Bring new skills and perspectives back to their home agency to improve its programs and services

FOR QUESTIONS AND ADDITIONAL INFORMATION

MDC in Denver, Colorado, contact: WMDC, Director at 303-671-1010.

MDC in Shepherdstown, West Virginia, contact: EMDC, Director at 304-870-8000.

THE MANAGEMENT CONFERENCE SERVICE

The Management Conference Service was created to make available to other government organizations—on a reimbursable basis—residential meeting and lodging space, and food services to conduct management and executive development, conferences, and off-site agency executive strategic planning sessions.

Versatile conference space, excellent food services, and outstanding recreation facilities are offered under one roof, in a location chosen for accessibility, natural beauty, and relaxed quality of life.

The Management Conference Service can assist agencies that use the Management Development Centers' Custom and Consulting Services to conduct those sessions at one of the excellent residential facilities in Shepherdstown, West Virginia or Denver, Colorado. For ease of use, both services can be combined into one agreement.

Experienced government meeting planners and course designers work with you to ensure your agency a successful event.

AVAILABLE SERVICES

- First-class Conference & Lodging Space
- Food and Beverage Service
- Audiovisual Equipment
- Administrative and Technical Support
- Professional Facilitation and Custom Program Services and Consultation
- Easy Access to DC Metro Area and Dulles Airport
- Planning Assistance
- Package Pricing
- No Bids/Requests for Proposals

THE "PACKAGE PLAN"

The charge is \$199 per person, per day. This represents a "package plan" that is arranged through an Interagency Agreement (or some agency transfer of funds) between your agency and the Office of Personnel Management. This means that participants do not pay for their rooms and meals on their own and are not reimbursed per diem. Generally, the Interagency Agreement simplifies procurement of facilities and services.

\$199 COVERS EVERYTHING

- Single Lodging Room
- 3 meals per day (starting with dinner the night of arrival, and breakfast and lunch the next day)
- Refreshment breaks
- Classroom and breakout space

- Audiovisual equipment
- Copies
- Faxes
- FTS phone use
- Use of the Technology Center (32 PCs with internet access)
- Library with leadership development books and periodicals
- Office space (if needed)
- Use of the hotel's fitness center, pool, and jacuzzi

Meals are served buffet style in a Federal Dining Room (used exclusively for MDC and Management Conference Services participants). Lunch and dinner offerings include soups, salads, hot and cold main courses, vegetables, breads, desserts and beverages. Special dietary needs can be accommodated.

CANCELLATION CLAUSE:

If a group holding confirmed space cancels the session less than 30 calendar days from the arrival date, a cancellation penalty is charged. The penalty is based on a \$100.00 charge per the number of expected participants.

Facilitation and custom and consultation services are not part of the package plan.

FOR MORE INFORMATION

If your agency would like to discuss available dates at the Centers, receive additional information about OPM's Management Conference Service, or receive a briefing for your staff or a tour of the Centers, contact:

Gary Gibson, Director
 Management Conference Service
 Eastern Management Development Center
 101 Lowe Drive
 Shepherdstown, WV 25443-9601
 Phone: 304-870-8017
 Fax: 304-870-8001
 Email: gegibson@opm.gov

The Center is available for use by government organizations through reimbursable agreements. Agencies should reference the Economy Act in such agreements.

The Management Conference Service is one part of our full family of leadership development services. We welcome the opportunity to consult with you on other ways to meet your leadership development goals through seminars and workshops designed for your particular needs.



CONTINUING PROFESSIONAL DEVELOPMENT THROUGH THE MANAGEMENT DEVELOPMENT CENTERS

UNIVERSITY PARTNERSHIPS

The MDCs have established partnerships with two prominent universities that support our commitment to leadership development. Our partnerships are intended to provide our graduates with enhanced opportunities to join with their colleagues from other public agencies—federal, state and local—as well as those from the nonprofit sector, in advanced degree programs designed for:

- Public or nonprofit sector executives who seek the opportunity to engage in structured studies in public management and policy
- Senior professionals contemplating a career change who can benefit from acquiring an advanced degree
- Managers on the verge of promotion into senior ranks who wish to enhance their analytic, managerial, and leadership skills

UNIVERSITY OF COLORADO AT DENVER

Through our partnership with the Graduate School of Public Affairs (GSPA) at the University of Colorado at Denver, MDC participants can earn an Executive Masters in Public Administration (MPA). The program offers a combination of courses taken from the MDCs (up to 18 credit hours) with courses completed on-line.

To obtain a complete Program Description and application materials, please contact:

Mr. Pete Wolfe
University of Colorado at Denver
Graduate School of Public Affairs
GSPA/Campus Box 142
P.O. Box 173364
Denver, CO 80217-3364
pwolfe@gspa.cudenver.edu
303-556-5985

AMERICAN UNIVERSITY, WASHINGTON, D.C.

Through our partnership with American University, MDC courses can be applied toward university credit. MDC courses can count for up to 12 credit hours toward American University's Master of

Public Administration (MPA) or Master of Public Policy (MPP) degree, or through AU's Key Executive MPA program.

For more information and tuition guidelines, contact:

Monica Moore, Assistant Dean
Graduate Admissions Office, 202-885-6230
Email: mmm@american.edu

Howard McCurdy, Chair
Department of Public Administration, 202-885-6236
Email: mcurdy@american.edu

*For more information, see our CD or website
<http://www.leadership.opm.gov/>*

AMERICAN COUNCIL ON EDUCATION (ACE)

Many courses offered by the MDCs are certified by the American Council on Education (ACE) for college or graduate credit. The credit hours vary depending on the length and content of the course. ACE serves as a registry for students to collect ACE-certified course credits for nontraditional training courses. After paying a one-time fee to establish a transcript with ACE, students can use ACE to collect and maintain a permanent record of classes and credits. The ACE transcript is accepted for transfer credit at most universities, depending on specific degree programs. The transcript also serves as an easy way for degreed participants to document continuous learning.

RECEIVING COLLEGE-LEVEL AND GRADUATE-LEVEL CREDIT

In keeping with our commitment to continuous learning to foster informed and creative leadership in the federal service, the MDCs offer several ways to turn your quality educational experiences with us into academic credit toward an undergraduate or advanced degree.

COLLEGE COURSE CREDIT

SEMINAR FIELDS OF STUDY	UNDERGRADUATE CREDIT HOURS		GRADUATE CREDIT HOURS	LOCATION
	Lower	Upper		
Developing Customer-Focused Organizations	–	–	2	E/W
Dynamics of Public Policy	–	–	3	E
Environmental Policy Issues	–	–	3	E
Executive Assessment Program*	–	3	2	W
Executive Communications Workshop	–	2	–	W
Executive Development Seminar: Leading Change	–	–	4	E/W
Executive Supervisory Skills	–	2	–	W
Federal Budgetary Policies and Processes	–	3	3	W
Federal Human Resources Management	–	3	3	E
Leadership Assessment Program*	–	2	2	E
Motivating for Results	–	2	–	W
Leadership Potential Seminar*	–	4	3	E/W
Leadership Skills for Non-Supervisors and Non-Managers	3	–	–	W
Management Assessment Program*	–	3	2	W
Management Development Seminar: Leading Organizations	–	3	2	E/W
Maximizing Information Technology Investments	–	2	–	E/W
Managing Project Teams	–	2	–	E/W
Natural Resources Seminar: Policies & Issues	–	–	3	E
Science, Technology and Public Policy	–	–	3	E
Seminar for New Managers: Leading People	–	3	2	E/W
Strategic Leadership: Building Performance-Based Organizations	–	–	2	W
Strategic Leadership: Leading Culture Change	–	–	1	W
Supervisory Leadership Seminar: Learning to Lead	3	3	–	E/W
Team Building and Team Leadership	–	3	–	E/W
Watershed Partnerships	–	–	3	W

*Note: Participants seeking graduate level credits will be required to prepare a written professional paper in accordance with established guidelines.

EXECUTIVE LEADERSHIP WORKSHOP

A LEADERSHIP COMPETENCIES BRIEFING

A one-day workshop to assess employees' leadership competencies—at a site of the agency's choosing. The workshop is designed for senior managers at the GS 14/15 level who aspire to the SES in the near future. It can also be adapted for employees GS 13 or below who have or will be assuming leadership positions. Please note that the workshop is six hours of instruction for no more than 125 participants. Two workshops should be considered for groups of more than 125.

THE WORKSHOP WILL:

- Brief potential candidates for leadership positions on required leadership competencies
- Evaluate the individual leadership potential of mid-level managers
- Assess management teams' leadership competencies
- Identify opportunities for enhanced performance in targeted competency areas

This program serves as an excellent vehicle to conduct an organizational leadership assessment. That assessment can provide the basis for subsequent development programs tailored to individual agency needs.

WHO SHOULD ATTEND

Senior managers at the GS 14/15 level who aspire to the SES in the near future. It can also be adapted for employees GS 13 or below who have or will be assuming leadership positions.



KEY RESULTS

- Presentation of the Executive Core Qualifications and Leadership Competencies—what they are and why they are critical to leadership, supervisory, managerial, and executive development
- Description of the merit staffing process for top career leaders and SES
- Self-assessment tool that covers all 27 leadership competencies—participants learn to evaluate their leadership progress using a sophisticated assessment including a personal interpretation booklet
- Career development strategies—how to take charge of career and employ alternative methods for acquiring new skills

1 day

Based on number of participants. Call for quote.

Site of the agency's choosing

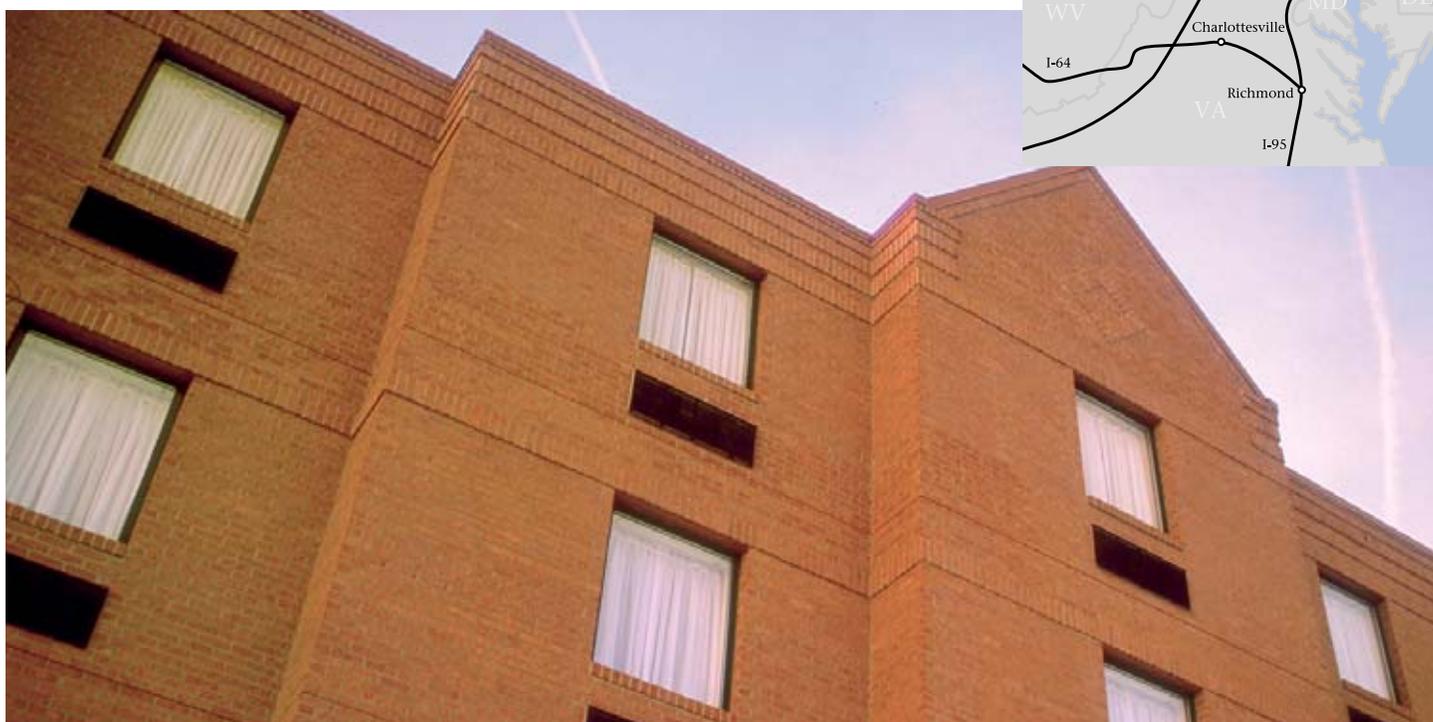
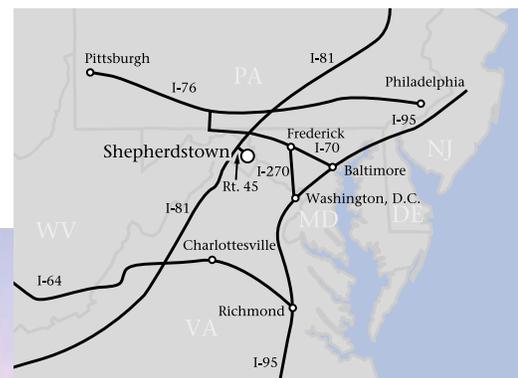
EASTERN MANAGEMENT DEVELOPMENT CENTER SHEPHERDSTOWN, WEST VIRGINIA

The EMDC in Shepherdstown, West Virginia, is a self-contained, executive and management residential training facility, located 70 miles from downtown Washington, DC. The Center houses our residential training courses for government leaders in the areas of management and public policy.

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, once considered as a site for the nation's capital, balances its past with the future by blending history, education, culture, and recreation in such a way that it attracts a diverse and vibrant population. Having been dubbed "Georgetown West," this small cosmopolitan community, with the many amenities it has to offer, is conducive to meeting the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town. It was recently the site for the Israeli and Syrian Peace Talks.

The Center combines 168 Clarion Hotel lodging rooms, complete food and beverage services, office space, an outstanding fitness center, and 14,000 square feet of training space. The state-of-the-art classrooms are equipped with ergonomic chairs and tables, video/computer monitors, built-in white boards, are wired for computers and modem lines, and have dedicated breakout rooms.

Eastern Management Development Center
101 Lowe Drive
Shepherdstown, WV 25443-9601
Voice: 304-870-8000
Fax: 304-870-8001
Email: emdc@opm.gov



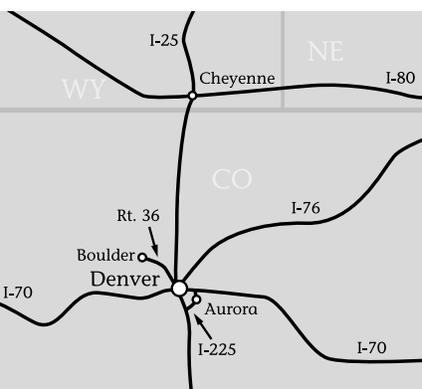
LOCATION



WESTERN MANAGEMENT DEVELOPMENT CENTER DENVER, COLORADO

The Western Management Development Center is a campus-style learning environment convenient to both the Denver metropolis and the vast natural and recreational resources of the majestic Rocky Mountains.

It is 30 minutes from Denver International Airport in Aurora, Colorado, a suburb of Denver.



The WMDC campus is a self-contained center for living and learning. Participants stay in comfortable private rooms and are served well-prepared, health-conscious meals. Classrooms and breakout rooms are spacious, comfortable, and well equipped.

The Center offers a library, computer facility, full-service fitness center, and places for informal gathering to foster reflection, conversation, and networking.

Additionally, the town of Aurora offers challenging golf courses, recreational areas such as the Aurora and Cherry Creek Reservoirs,

and community parks with extensive interconnecting trails and open space system for hiking and aquatic pursuits. Aurora also boasts a mild and dry climate with more than 310 days of sunshine a year.

Western Management Development Center
Cherry Creek Place
3151 South Vaughn Way, Suite 300
Aurora, CO 80014-3513
Voice: 303-671-1010
Fax: 303-671-1018
Email: wmdc@opm.gov



TO REGISTER FOR MANAGEMENT DEVELOPMENT CENTER (MDC) PROGRAMS

TO REQUEST REGISTRATION OR INFORMATION FOR MANAGEMENT DEVELOPMENT CENTER PROGRAMS:

Management Development Center
National Sales Office
www.leadership.opm.gov
register@opm.gov
Voice: 304-870-8008
Fax: 304-870-8009

The best way to submit registration requests is on-line at www.leadership.opm.gov with credit card payment. This is a totally secure Web site. On-line is the fastest way to reserve your place in an MDC seminar and guarantees acknowledgement of your registration request. You will receive confirmation of your registration within 48 hours.

If this doesn't work for you, contact the National Sales Office by phone and we'll take care of you.

Agency officials who want to take advantage of the MDCs advance registration and discount programs should call the MDC National Sales office to be connected with their National Sales Representative.

WHAT YOU NEED TO KNOW

- Anyone who meets MDC program and payment requirements can request registration.
- Registrations must be submitted prior to pre-class deadlines (generally six weeks) and must be accompanied by credit card or billable documents (e.g. training form, purchase order, and MIPR).
- You will receive written, email confirmation of your registration. **All confirmed registrations are final and nonrefundable.**
- Requests for substitutions and transfers to alternative courses or dates will be considered up to four weeks prior to the start of a seminar.

To help us give you the best possible service, please include your email address in all communication with us.

The Management Development Centers strive to maintain fair and reasonable tuition fees for all of our programs. However, since the MDCs receive no appropriated funds, fees for some courses are subject to change. Visit our Web site at www.leadership.opm.gov to confirm rates, or call us at 888-676-9632.

The best way to submit registration requests is on-line at www.leadership.opm.gov with credit card payment. This is a totally secure Web site. On-line is the fastest way to reserve your place in an MDC seminar and guarantees acknowledgement of your registration request.

REGISTRATION REQUEST

This form is for Management Development Centers only

FIRST CHOICE

Session Name: _____

 Session Dates: _____
 Session Location: _____
 Tuition: _____

SECOND CHOICE

Session Name: _____

 Session Dates: _____
 Session Location: _____
 Tuition: _____

Prices subject to change: Please Check Web Site

Fax Back

MANAGEMENT DEVELOPMENT CENTERS
 Fax to **304-870-8009**

REGISTER ONLINE

register@opm.gov

QUESTIONS?

Call **304-870-8008**

PARTICIPANT INFORMATION:

All fields must be completed before registration can be confirmed.

Name: _____
 SSN*: _____
 Title: _____ Grade: _____
 Department: _____
 Agency: _____
 Organizational Unit: _____
 Agency Mailing Address:
 Number & Street: _____
 Floor/Suite/Room: _____
 P.O. Box/Mail Code: _____
 City, State, Zip Code: _____
 Voice: (commercial) _____
 Fax: (commercial) _____
 Email Address: _____
 Home Address: _____

 City, State, Zip Code: _____
 Home Phone: _____

} Please, no acronyms



* Social Security Number and credit card information are used internally for registration purposes only and will not be disclosed

PAYMENT INFORMATION:

HOW ARE YOU PAYING? All fields must be completed.

Government Credit Card **Visa** **MasterCard** **AmEx** (No travel cards accepted)

Credit Card # _____ Exp. Date _____
 Cardholder _____
 Billing Address: _____
 City, State, Zip Code: _____
 Name as it appears on the card: _____
 Phone: _____ Fax: _____ Email: _____

Agency Training Authorization (SF182, DD1556, MIPR, Other)

Agency Contract # _____ Approved by: _____

Substitutions and transfers to alternative dates will be considered up to four weeks prior to the start of the seminar. We are a pre-payment vendor. Registrations are not valid without billable documentation.

OPM'S EXECUTIVE CORE QUALIFICATIONS

The Executive Core Qualifications (ECQs) define the competencies and characteristics needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

Our programs and seminars are designed around specific sets of these important leadership competencies.

ECQ 1 - LEADING CHANGE

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this ECQ is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the basic government framework; to create a work environment that encourages creative thinking; and to maintain focus, intensity and persistence, even under adversity.

ECQ 2 - LEADING PEOPLE

This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

ECQ 3 - RESULTS DRIVEN

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

ECQ 4 - BUSINESS ACUMEN

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decision making.

ECQ 5 - BUILDING COALITIONS/COMMUNICATIONS

This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

ECQ 1: LEADING CHANGE

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

ECQ 2: LEADING PEOPLE

- Conflict Management
- Leveraging Diversity
- Integrity/Honesty
- Team Building

ECQ 3: RESULTS DRIVEN

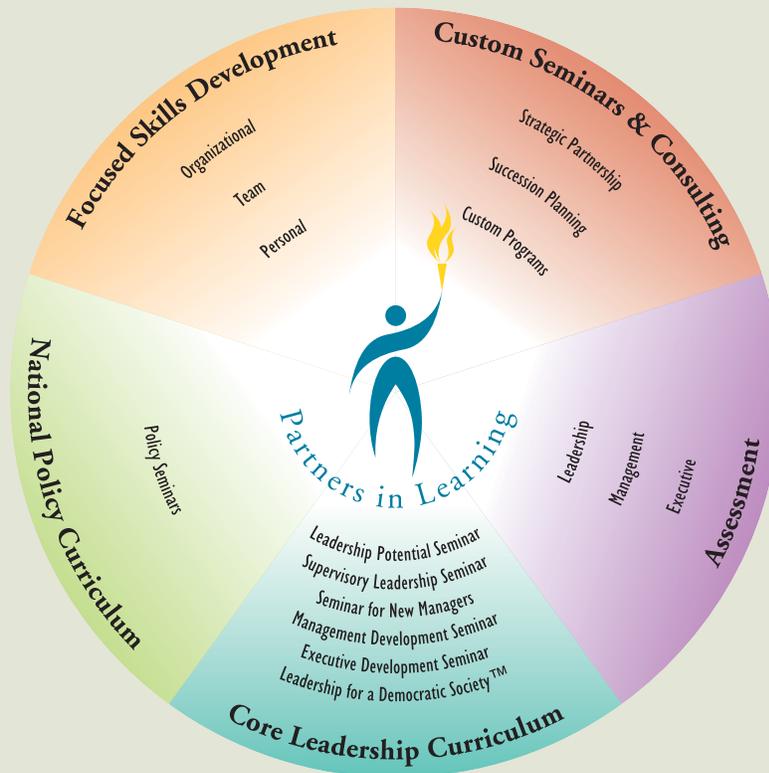
- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4: BUSINESS ACUMEN

- Financial Management
- Human Resources Management
- Technology Management

ECQ 5: BUILDING COALITIONS/COMMUNICATIONS

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication



THE LEADERSHIP JOURNEY

The Leadership for a Democratic Society program is one of many programs, depicted here, which form a comprehensive set of services for those embarked on the Leadership Journey. The services of the Federal Executive Institute and the Western and Eastern Management Development Centers address all of the Executive Core Qualifications and leadership competencies required for high performance. These services can be assembled in a variety of ways to provide individually and organizationally tailored approaches to building supervisory, managerial, and executive excellence. We do not dictate or recommend any single progression through our curriculum; participants choose their own paths and pace on the Leadership Journey. Last year, more than 6,000 federal leaders completed our residential interagency programs. They joined the tens of thousands of their predecessors who have honed their leadership skills through these 40 years.



EASTERN MANAGEMENT DEVELOPMENT CENTER
101 Lowe Drive
Shepherdstown, WV 25443-9601

Voice: 304-870-8000
Fax: 304-870-8001
email: emdc@opm.gov



WESTERN MANAGEMENT DEVELOPMENT CENTER
Cherry Creek Place
3151 South Vaughn Way, Suite 300
Aurora, CO 80014-3513

Voice: 303-671-1010
Fax: 303-671-1018
email: wmdc@opm.gov

www.leadership.opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT