

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

CATALOG
OCTOBER 2012 – SEPTEMBER 2013

**COURSES OFFERED AT THE
FEDERAL EXECUTIVE INSTITUTE AND THE
MANAGEMENT DEVELOPMENT CENTERS**



Great Leaders for Great Government



The Leadership Journey: How Great Leaders are Made

For almost 50 years, the U.S. Office of Personnel Management (OPM) has trained Federal managers and executives to be effective Government leaders. We recognize the need for leadership at all levels, encompassing the many roles that influence, create and implement good governance. We seek to empower Federal leaders by providing career-long training that enlightens and fortifies them on their Leadership Journey.

What makes our training programs unique is how they address contemporary leadership challenges through a perspective of public service and Constitutional values. The five Executive Core Qualifications (ECQs), and comprising 28 competencies, form the foundation of our respected curriculum. Used in selection, development and performance management systems throughout Government, the ECQs also represent guideposts on the path to career and organizational success.

WHAT DISTINGUISHES OPM'S LEADERSHIP TRAINING PROGRAMS?

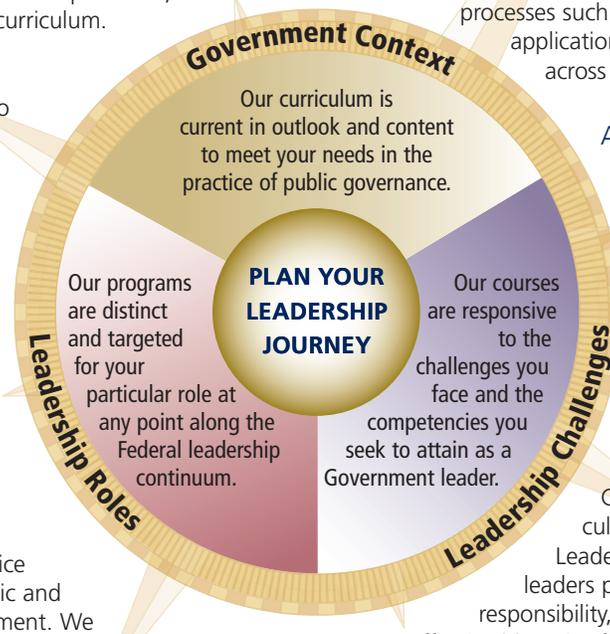
Our Mission: We are the Federal Government's human resource agency. We established the ECQs and designed the leadership framework that builds on them. We know what works in Government because we are the Government.

Our Approach: We have a public service orientation grounded in the latest public and private research on leadership development. We integrate policy and public governance into the development of effective leadership practices. Our training speaks the language and shares the values and concepts of government.

OPM's competency-based learning experiences in professional, residential environments foster the exchange of ideas, best practices and resources, and the development of cross-agency networks and partnerships.

Our History: We have defined what it means to be a Federal leader for five decades. The collective experiences and insights of thousands of Federal leaders who have implemented Government policies and have taken our courses are integrated into our programs.

Our Convenience: Since we are a Government organization, processes such as payment, training forms and applications are more easily shared and managed across agencies.



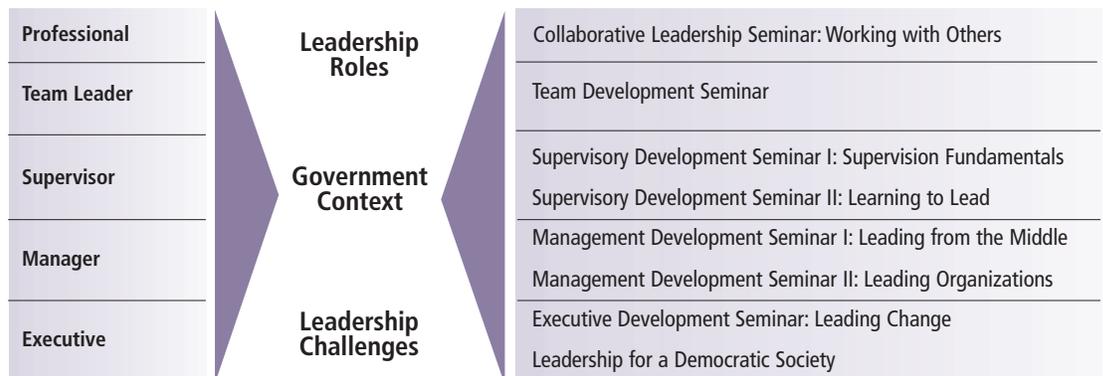
A PHASED APPROACH TO HIGHER PERFORMANCE AND CAREER ADVANCEMENT

Our Core Leadership Curriculum stands as one of the most successful training programs ever conceived for Federal leaders. In our multi-phase approach, participants are engaged in a career-long process of leadership development.

Beginning with the foundational Collaborative Leadership Seminar and culminating with the highly regarded Leadership for a Democratic Society program, leaders prepare for progressively higher levels of responsibility, while ensuring their agencies have an effective blueprint for succession planning.

THE CORE LEADERSHIP CURRICULUM CONTINUUM

The Core Leadership Curriculum Continuum offers intense, transformational classes that build on each other and offer insight into the increasing complexity of Government service as you move along your Leadership Journey.





LEAD

The Leadership Education and Development (LEAD) Certificate Program

GREAT LEADERS FOR GREAT GOVERNMENT

The Office of Personnel Management's LEAD Certificate Program empowers Federal leaders to take charge of their professional development by providing a clear path to leadership training that's right for them and their careers.

The LEAD Certificate Program offers "must-have" leadership skills that help individuals fulfill their Individual Development Plan (IDP), putting them squarely on the path to career advancement.

By training tomorrow's leaders today, the LEAD Certificate Program helps training officers, managers and supervisors meet the challenges of succession management.

At each Certificate level, current and future Federal leaders assess their leadership effectiveness, gain core knowledge and develop critical skills for leadership success, culminating with a certificate signed by the Director of OPM, formally recognizing the employee's achievement.

ALL LEAD PARTICIPANTS

- Have 3 years to complete the certificate program
- Can choose from 5 leadership tracks
- Take 5 seminars to earn a certificate

The time to take the LEAD is now!

Navigate your leadership journey by visiting www.leadership.opm.gov

The Value of an OPM LEAD Certificate

How You Benefit

- Professional development directly relevant to your current position and future goals
- OPM-designed curriculum aligned with Executive Core Qualifications (ECQs)—leadership criteria that are recognized government-wide
- Simplified process for fulfilling Individual Development Plans (IDP)—providing the "must-haves" of leadership training
- Flexibility to develop valuable new skills around your schedule
- Documented evidence of your leadership development
- Eligibility of many LEAD courses for college or graduate credit granted by the American Council on Education (ACE)

How Your Agency Benefits

- Clear progression to support succession management
- Networking and sharing of best-practices among agencies
- Key staff have hands-on experience with ideas, techniques, and information in an inter-agency collaborative learning environment
- Ideal for fulfilling training requirements for Presidential Management Fellows
- Ease of government-to-government interagency agreements
- Courses are offered at the Federal Management Leadership Institute in Shepherdstown, West Virginia, and Aurora, Colorado; and the Federal Executive Institute in Charlottesville, VA.



For more information about the LEAD Certificate Program, contact (303) 671-1136
Email: LEAD@opm.gov

How the LEAD Program Works

LEAD takes the guesswork out of professional development. You only need to complete five courses to earn your certificate, and because each course in the LEAD curriculum is carefully selected from OPM's catalog of top-quality leadership seminars, every course you take will be directly relevant to your current abilities and future goals.

OPM created LEAD with busy Federal professionals in mind, giving you the option to decide what courses to take and when. You can choose from a variety of targeted courses within each leadership track, and you will have three years to complete your certificate.

At each level of development, rising Federal leaders will participate in content-rich seminars that provide:

- Assessments of current leadership effectiveness and/or potential
- Overviews of key competencies critical to success at each level of leadership
- Essential government-wide policy knowledge
- Intensive development of workplace relevant skills

The LEAD Curriculum:

Five Leadership Tracks—One Great Career Move

All tracks are drawn from OPM's full catalog of leadership seminars. To find out more or register for the LEAD Program, visit www.leadership.opm.gov or call 888-676-9632.

REQUIREMENTS (Completion of five seminars required for each track)

- Project/Team Lead
- Supervisor
- Manager
- Executive
- Leadership for Professionals

Leadership Track	PROJECT/TEAM LEAD (No formal performance appraisal responsibility)
Assessment	Leadership Assessment Program—Level I
Core Development	Team Development Seminar
Policy Awareness	None Required
Skill Immersion	<i>Choose Any Three</i> <ul style="list-style-type: none"> ■ Conflict Resolution Skills ■ Effective Writing in the Federal Government ■ Facilitation Skills for Leaders ■ Leadership Skills for Non-Supervisors ■ Project Management Principles

Leadership Track	SUPERVISOR (Conducts performance appraisals for non-supervisory staff)
Assessment	<i>Choose one of the following:</i> <ul style="list-style-type: none"> ■ Leadership Assessment Program—Level II ■ Leadership Assessment Program—Level I (Leadership Assessment Program Level I may be used for the Supervisor Certificate if taken <u>before</u> or <u>during</u> your first year of being a supervisor)
Core Development	<i>Take Both</i> <ul style="list-style-type: none"> ■ Supervisory Development Seminar I: Fundamentals ■ Supervisory Development Seminar II: Learning to Lead
Policy Awareness	None Required
Skill Immersion	<i>Choose Any Three</i> <ul style="list-style-type: none"> ■ Coaching and Mentoring for Excellence ■ Communicating Face to Face ■ Conflict Resolution Skills ■ Effective Writing in the Federal Government ■ Managing the Flexible Workplace ■ Women's Leadership Seminar

Leadership Track	MANAGER (Conducts performance appraisals for one or more supervisors and staff)
Assessment	Leadership Assessment Program—Level II
Core Development	<i>Take One</i> <ul style="list-style-type: none"> ■ Management Development Seminar I: Leading from the Middle (Suggested for managers with less than 2 years' experience) ■ Management Development Seminar II: Leading Organizations (Suggested for managers with 2+ years' experience)
Policy Awareness	<i>Choose One</i> <ul style="list-style-type: none"> ■ Dynamics of Public Policy Seminar ■ Environmental Policy Issues Seminar ■ Federal Regulatory Policy Seminar ■ Federal Budgetary Policies and Processes Seminar ■ National Security Policy ■ Science, Technology and Public Policy Seminar
Skill Immersion	<i>Choose Any Two</i> <ul style="list-style-type: none"> ■ Coaching and Mentoring for Excellence ■ Communicating Face to Face ■ Conflict Resolution Skills ■ Developing Customer-Focused Organizations ■ Extraordinary Leadership ■ Strategic HR Management

Leadership Track	EXECUTIVE (Senior Executive Service or equivalent senior manager level)
Assessment	Senior Executive Assessment Program (for GS-15) Leadership Assessment Program—Level II (for GS-14)
Core Development	<i>Choose One</i> <ul style="list-style-type: none"> ■ Executive Development Seminar: Leading Change ■ Leadership for a Democratic Society
Policy Awareness	<i>Choose One</i> <ul style="list-style-type: none"> ■ Dynamics of Public Policy Seminar ■ Environmental Policy Issues Seminar ■ Federal Budgetary Policies and Processes Seminar ■ Federal Regulatory Policy Seminar ■ National Security Policy ■ Science, Technology and Public Policy Seminar
Skill Immersion	<i>Choose Any Two</i> <ul style="list-style-type: none"> ■ Collaborating Across Organizational Boundaries ■ Crisis Leadership Workshop ■ Executive Communication Skills: Leading the Process of Change ■ Leadership Competencies: Preparing for the Next Step ■ Leadership for a Global Society — Global Series ■ Leading Through Constructive Conflict ■ Resiliency Advantage

Leadership Track	LEADERSHIP FOR PROFESSIONALS (Federal professionals who are not in a formal management position, but who exercise influence, design and implement policy, and work in broad partnerships within and outside their agency)
Assessment	Leadership Assessment Program—Level I
Core Development Electives	Collaborative Leadership Seminar <i>Choose any three from the Policy Awareness and Skill Immersion Electives</i>
Policy Awareness	<ul style="list-style-type: none"> ■ Dynamics of Public Policy Seminar ■ Environmental Policy Issues Seminar ■ Federal Budgetary Policies and Processes Seminar ■ Federal Regulatory Policy Seminar ■ National Security Policy Seminar ■ Science, Technology, and Public Policy Seminar
Skill Immersion	<ul style="list-style-type: none"> ■ Conflict Resolution Skills ■ Crisis Leadership Workshop ■ Effective Writing in the Federal Government ■ Facilitation Skills for Leaders ■ Project Management Principles ■ Resiliency Advantage ■ Women's Leadership Seminar

www.leadership.opm.gov



There are five Executive Core Qualifications (ECQs) which are based on an U.S. Office of Personnel Management (OPM) study of 8,000 Federal executives, managers and supervisors. The ECQs define the competencies and characteristics needed to build a Federal corporate culture that strives for results, serves customers and builds successful teams and coalitions within and outside the organization. The ECQs are required for entry to the Senior Executive Service (SES) and are used by many departments and agencies in selection, performance management and leadership development for management and executive positions.

OPM emphasizes these ECQs in the training and development provided to Presidential Management Fellows.

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

ECQ 1: Leading Change

This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent in this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

ECQ 2: Leading People

This core qualification involves the ability to lead people toward meeting the organization's vision, mission and goals. Inherent in this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork and supports constructive resolution of conflicts.

ECQ 3: Results Driven

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent in this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.

ECQ 4: Business Acumen

This core qualification involves the ability to manage human, financial and information resources strategically.

ECQ 5: Building Coalitions

This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Fundamental Competencies

These competencies are the foundation for success in each of the Executive Core Qualifications.

- **Continual Learning**
- **Integrity/Honesty**
- **Interpersonal Skills**
- **Oral Communication**
- **Public Service Motivation**
- **Written Communication**

ECQ 1: Leading Change

- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

ECQ 2: Leading People

- Conflict Management
- Developing Others
- Leveraging Diversity
- Team Building

ECQ 3: Results Driven

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

ECQ 4: Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

ECQ 5: Building Coalitions

- Influencing/Negotiating
- Partnering
- Political Savvy



Coaching and Mentoring for Excellence

Increasing demands on the Federal workforce are requiring organizations to perform at higher levels with fewer resources and staff. Whether guiding employees to learn skills through on-the-job coaching or mentoring employees through change and transition, coaching and mentoring can improve an organization's ability to succeed. This seminar explores how to use these important tools to help others develop both technically and as leaders in order to improve their organization's overall performance.

- Explore coaching and mentoring as core tools to help others develop either technical or leadership skills.
- Receive feedback on how your coaching and mentoring skills appear to others.
- Build a plan for continuing your development as a coach or mentor.



Maximize Employee Development and Performance

Helping employees develop their leadership competencies can increase your organization's success by making them more skilled at what they do and more effective at choosing the right methods to get their jobs done well.

SKILL IMMERSION

COMPETENCIES

- Partnering
- Team Building
- Decisiveness
- Creativity/Innovation
- Resilience

ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

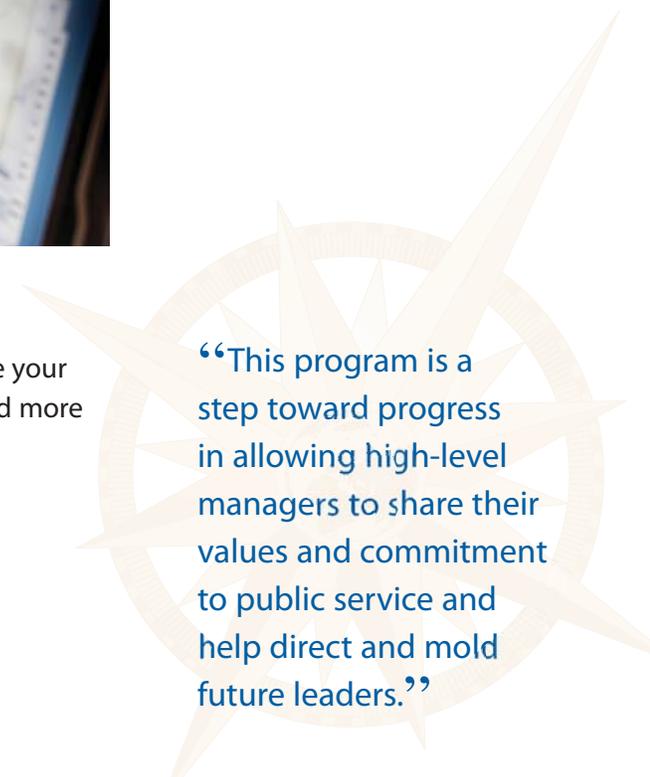
This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Alexandria, VA.

For class schedule, please go to www.leadership.opm.gov



“This program is a step toward progress in allowing high-level managers to share their values and commitment to public service and help direct and mold future leaders.”

Register Now for the Coaching and Mentoring for Excellence Seminar

This seminar is designed for anyone in a position to coach or mentor other employees, formally or informally. Other beneficiaries are managers or supervisors who may coach or mentor within their agency's succession plan, or who want to develop others on their staff.

Attendees will leave with a greater understanding of how to effectively strengthen their co-workers' skills and performance through coaching and mentoring.

Note: To ensure sufficient feedback and practice time, this class is limited to 24 participants.

Develop Your Staff to Their Full Leadership Potential

Through classroom instruction, small-group interaction and practice sessions, this seminar will teach you how to coach and mentor employees who are facing choices regarding career advancement, or need guidance in mastering their current positions through professional development :

- Examine coaching and mentoring as the core tools to help others develop leadership competencies.
- Learn key coaching and mentoring strategies to help employees reach the next level of performance and make productive choices concerning the direction of their careers.
- Understand how to conduct effective coaching or mentoring meeting sessions.
- Receive feedback on how your coaching and mentoring skills appear to others.
- Explore other people's learning styles so you can coach or mentor more effectively.
- Build a plan for continuing your development as a coach or mentor.

“The program gave me tools to do my job more effectively. I am committed to performing my supervisory responsibilities to the best of my ability.”

TUITION

\$3,750/\$3,25 Alexandria

Tuition at the MDCs includes meals and lodging. The cost of meals and lodging is not included in tuition for the course at the Alexandria, Virginia location.

LEAD

This seminar meets the supervisor and manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Leadership Assessment Program Levels I or II

Senior Executive Assessment Program

SUGGESTED FOLLOW-ON COURSES

Conflict Resolution Skills

Communicating Face to Face

For class schedule, please go to www.leadership.opm.gov

3 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Collaborative Leadership Seminar

The challenges of today's government environment require collaborative leadership skills more now than ever before. This seminar is designed to enhance the impact and influence you bring to the work of government when collaborative and interdependent leadership skills are required. Set in the context of peer-to-peer leadership, this seminar will define and shape your mandate for leadership and collaboration regardless of your formal or informal position of authority or leadership in your organization.

- Learn to project and exercise personal authority to get things done and influence decisions.
- Recognize your strengths and learn to deploy them strategically to create collaborative organizational outcomes.
- Identify the key roles, skills, and mental models needed to support collaboration and assess your organization in terms of its ability to collaborate and how you can impact this.
- Learn how to turn difficult conversations into learning conversations.
- Improve your understanding of peer leadership and group dynamics in order to increase your ability to influence others and contribute to high quality group work environments.



It's All About Working With Others to Find Agreement and Answers

This two-week seminar offers invaluable skill-building in interpersonal relationships, managing difficult conversations, and group problem solving and decision-making. It is a key step to excellence in collaborative, interdependent leadership.

A key learning strategy for this seminar is applying learnings to a real organizational issue. Participants will be asked to identify with their supervisor a problem, issue, or unrealized opportunity for organizational improvement. This will form the basis of a project to apply the collaborative mindset during and after the seminar.

CORE DEVELOPMENT

COMPETENCIES

- Interpersonal Skills
- Leveraging Diversity
- Influencing/Negotiating
- Public Service Motivation
- Continual Learning

ACADEMIC CREDIT

3 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“It allowed me to see different perspectives of the people I deal with on a daily basis, and allowed some introspect into my own strengths and weaknesses that I previously had not realized.”

Register Now for the Collaborative Leadership Seminar

The insight-filled, high-level seminar program is designed for:

- Project leaders, professional and technical specialists, analysts and those who must work effectively with and through others.
- Leadership Assessment Program graduates.
- Presidential Management Fellows.
- Anyone considering or being considered for formal supervisory or management positions.

Upon conclusion, you will craft and implement a strategic action plan that will demonstrate your personal leadership and link your individual strengths and talents to your agency's mission.

Discover Your Strengths for Effective Collaborative Leadership

- Learn collaborative approaches to framing issues, broadening perspective, and analyzing alternative strategies to problem solving and apply these tools to a real organizational improvement issue from your workplace.
- Explore diversity within a group environment and the contributions that diverse perspectives lend to collaboration, problem solving and entrepreneurial thought.
- Understand how assumptions and beliefs are formed and applied in communications and be able to restructure difficult conversations into learning conversations.
- Practice collaborative decision making and positive interpersonal skills in a practicum that will prepare you to implement your learnings and move the organizational improvement issue from your workplace forward.

“This program enriched my understanding of the value of collaborative leadership toward achieving common goals and interests.”

TUITION

\$5,150

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the professional lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE

Leadership Assessment Program—Level I

SUGGESTED FOLLOW-ON COURSES

Team Development Seminar

Resiliency Advantage

Dynamics of Public Policy Seminar

For class schedule, please go to www.leadership.opm.gov

12 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Communicating Face to Face

Federal leaders, whether in a formal or informal leadership position, rely on face-to-face communication to connect with and influence peers, supervisors, employees, and internal and external stakeholders. Through this seminar, you will enhance your interpersonal communication skills for more productive workplace interactions.

- Identify your own communication style in order to make improvements.
- Study and adopt interpersonal communication techniques used by great communicators.
- Learn and practice new skills in real-world communication simulations.
- Understand how to defuse intensity during difficult conversations and interactions.



Building Productive Workplace Relationships Through Improved Understanding

Through presentations and interactive group exercises, this seminar will cover key techniques for getting the most out of your interpersonal interactions. During the seminar, a professional communication coach will help you master effective one-on-one communication using video feedback, public sector case studies and individual consultation.

SKILL IMMERSION

COMPETENCIES

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

LOCATIONS

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“This program provided me with the initial tools needed to respond appropriately in angry conversations as well as to requests.”

Register Now for the Communicating Face to Face Seminar

This program is designed for informal leaders or supervisors with direct reports who wish to master the art of building productive relationships through improved communication and understanding.

Receive Personalized Consultation on Your Communication Skills

- Identify and enhance your own communication style.
- Study interpersonal communication techniques used by great communicators and incorporate the strategies into your own interactions.
- Practice key skills in small groups through simulations of real world-relevant communication situations.
- Learn to build rapport with ease.
- Master effective communication through video feedback, public sector case studies, and individual consultation from a professional communication coach.

“Through interacting with other Federal employees, my experience increased my overall respect for the people who work in government and the services we provide.”

TUITION

\$4,400

LEAD

This seminar meets the supervisor and manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Leadership Assessment Program Levels I and II

Collaborative Leadership Seminar

SUGGESTED FOLLOW-ON COURSE

Conflict Resolution Skills

For class schedule, please go to www.leadership.opm.gov

27 Jun 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Conflict Resolution Skills

Tense, emotional and awkward situations can wreak havoc in the workplace by escalating stress and undermining productivity. This seminar will help you resolve difficult or uncomfortable situations and turn disagreements into productive workplace discussions.

- Learn to conduct a conversation with another person that helps each of you to be heard and reach a mutually acceptable solution.
- Practice proven conflict resolution strategies that emphasize actionable decisions over emotional responses.
- Understand how to build and mend relationships in the wake of tense situations.



Boost Morale, Increase Efficiency and Improve Results with “Crucial Conversations”[®]

Using the Crucial Conversations[®] program from training-product company Vital Smarts[®] as a guide, this seminar will teach you best practices for engaging in open, respectful dialogues, even when stakes and emotions run high.

Upon completion of this Conflict Resolution Skills seminar, you will receive a certificate of completion for both this course and Crucial Conversations[®].

SKILL IMMERSION

COMPETENCIES

- Conflict Management
- Interpersonal Skills
- Resilience
- Oral Communication
- Problem Solving

ACADEMIC CREDIT

2 upper level associates or 2 upper level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

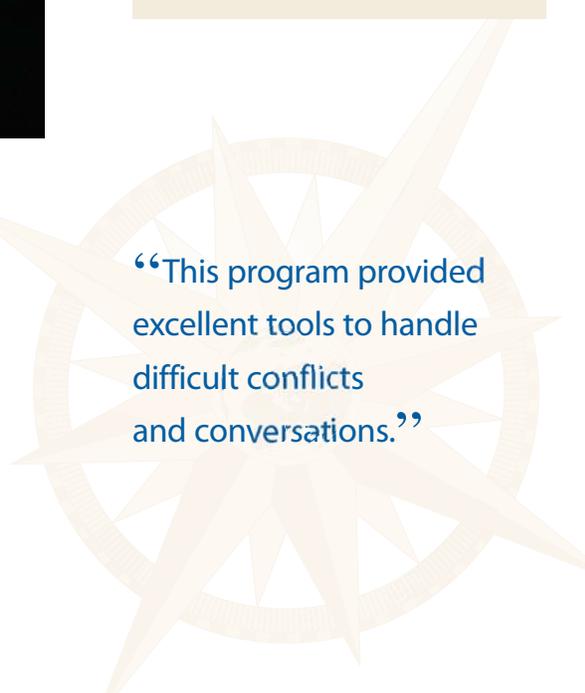
Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Alexandria, VA

Check www.leadership.opm.gov for additional location details.

For class schedule please go to www.leadership.opm.gov



“This program provided excellent tools to handle difficult conflicts and conversations.”

Register Now for the Conflict Resolution Skills Seminar

This seminar is designed for Federal leaders and employees who want to transform uncomfortable workplace conversations and conflicts into productive solutions.

Effective Approaches to Handling Difficult Circumstances

- Learn to identify and resolve various conflicts through case studies and practices geared toward real-life situations.
- Practice proven approaches to conflict resolution by changing emotional responses to actionable decisions.
- Explore how to build and mend relationships after “lose-lose” or “win-lose” situations.
- Identify ways you can achieve mutually acceptable results for everyone involved.
- Develop strategies for approaching real conflict situations in your organization.
- Learn to maintain composure around difficult people and minimize their negative impact.

“Working with people from other agencies has reinforced my commitment to public service.”

TUITION

\$3,750 MDCs/\$3,250 in Alexandria, VA
Tuition at the Western Management Development Center location includes materials, meals and lodging. The cost of meals and lodging is not included in tuition for the session in Alexandria, Virginia.

LEAD

This seminar meets the project/team lead, supervisor, manager, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Leadership Assessment Programs Level I or II
Senior Executive Assessment Program

SUGGESTED FOLLOW-ON COURSES

Communicating Face to Face
Coaching and Mentoring for Excellence

For class schedule please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative from the Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Crisis Leadership Workshop

Despite great improvements in crisis prevention and strategic management, serious predicaments can elude even the best laid plans. As a leader in your organization, you must be prepared. This workshop offers invaluable guidance to navigate complex, unanticipated situations.

- Identify emergency situations and assess your own biases under pressure.
- Learn strategies to manage new information effectively and make informed decisions when time is of the essence.
- Discover how to create and lead a crisis team, delegate responsibility and marshal resources quickly and efficiently.



Plan for and Know How to Respond to the Unexpected

Through case studies, interactive exercises and simulated crises, you will learn to identify your personal strengths in relating to others when facing a threat, and learn to manage relationships before, during and after a crisis. After studying strategic approaches for assessing and tackling high-pressure situations, you will return to your organization with newfound confidence and readiness to handle the unexpected.

SKILL IMMERSION

COMPETENCIES

- Problem Solving
- Integrity & Honesty
- Partnering
- Political Savvy
- Resilience

ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Washington, DC

For class schedule, please go to www.leadership.opm.gov

“There was useful information about the need to anticipate and plan for crises, and techniques for planning well. The use of simulations and mini-exercises was useful for practically reinforcing material.”

Register Now for the Crisis Leadership Workshop

This seminar is designed for executives and managers at all organizational levels who want to be prepared for unexpected situations and be confident leaders for their organizations during crises.

By sharing your crisis leadership experience with other Federal leaders during this workshop, you will develop an invaluable cross-agency network of colleagues for ongoing support.

A Weeklong Exercise in Crisis Leadership and Resilience

- Assess different models of decision-making for appropriate crisis resolution in a wide range of settings and contexts.
- Learn to organize and lead a crisis management team, organize resources and make informed, ethical decisions.
- Explore strategic approaches for managing risk and analyzing information under pressure.
- Develop team-building, development and decision-making abilities for the increased demands of a crisis situation.
- Learn to guard against counterproductive “groupthink” decisions that can emerge when groups are under extreme pressure.
- Identify personal strengths when threatened and learn how to manage relationships with all relevant stakeholders before, during and after a crisis.

“Better crisis management will improve effectiveness of [the agency’s] mission, staff and myself.”

TUITION

\$3,500/\$3,000 Washington, DC

Tuition at the Management Development Centers includes materials, meals and lodging. The cost of meals and lodging is not included in tuition for the session in Washington, DC

LEAD

This seminar meets the executive and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Team Development Seminar

Supervisory Development Seminars I and II

SUGGESTED FOLLOW-ON COURSE

Resiliency Advantage

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Developing Customer-Focused Organizations

Now, more than ever, Federal managers must generate public value and ensure customer satisfaction. This requires a solid understanding of your customers and how to keep the focus on them. This five-day course will help you gain the skills and knowledge needed to generate and sustain public value.

- Understand why being customer-focused matters in Government.
- Learn to cultivate strong customer relationships by studying cutting-edge business practices and public service research.



By the People, For the People: Create Value in Citizen-Centered Government

It's the responsibility of Federal leaders to deliver real customer value while keeping pace with ongoing challenges and expectations. Through thought-provoking discussions, simulations and hands-on projects, you'll emerge from this seminar with the tools for managing citizen engagement and cultivating strong customer relationships.

SKILL IMMERSION

COMPETENCIES

- Customer Service
- Public Service Motivation
- Human Capital Management
- Accountability
- Partnering

ACADEMIC CREDIT

2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“The class as well as the instructors and students reminded me of why I chose to work in Federal Government. That is, to serve the people. Ensuring that our customers are happy is a means of achieving that goal.”

Register Now for the Developing Customer-Focused Organizations Seminar

This seminar is designed for managers, project leaders and others who are accountable for achieving excellence in customer service.

Government leaders looking to improve employee engagement in order to better serve the customer mission will also benefit from this course.

Positive Customer Relationships Encourage Organizational Excellence

- Learn how to engage employees to serve the customer mission
- Develop valid and useful performance measurement strategies in the context of customer service
- Understand current Administration initiatives for customer engagement
- Create an initial blueprint for a strategic plan that integrates all course content

“The information I received was a value add to my commitment to public service.”

TUITION

\$3,500

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Team Development Seminar

Management Development Seminar I

SUGGESTED FOLLOW-ON COURSE

Management Development Seminar II

For class schedule, please go to WWW.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Dynamics of Public Policy Seminar

Understanding the intricacies of public policy is critical to serve your stakeholders effectively and to advance the Government's mission. This seminar will help you understand the political, social, economic and cultural factors that influence how U.S. public policy is initiated, developed and implemented so that you can respond appropriately to directives.

- Understand the governmental context in which you and your agency work.
- Explore the ways that policymaking institutions and non-governmental organizations interact and shape U.S. public policy, and become more effective in those interactions.
- Learn the best ways to respond to Presidential directives and make better administrative decisions in your agency.



Put Your Policy Knowledge into Practice

Through interactive simulations that look beyond the theories of the public policy process, you will discuss relevant issues such as:

- How does it feel to be a White House aide arguing the President's case to members of Congress?
- What is it like to be a Representative trying to determine your constituents' best interests while being lobbied by your party and special interest groups?
- What is the perspective of an interest group leader trying to articulate his or her group's message?

Putting yourself in these real-life situations will guide you to make more informed decisions, as you understand how your day-to-day activities influence each link in the chain of public policy development and implementation.

PUBLIC POLICY

COMPETENCIES

- Political Savvy
- External Awareness
- Influencing & Negotiating
- Oral Communication
- Creativity & Innovation

ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“I gained a better understanding of U.S. policymaking from a macro level and the ability of the instructors to bring it to the level of individual contributions.”

Register Now for the Dynamics of Public Policy Seminar

This seminar is designed for 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. Public managers seeking a comprehensive understanding of the governmental context in which they work will also benefit from the course.

An In-Depth View of Your Duties in the Context of Government and Public Policy

- Become more effective in your interactions with interest groups, the media and public opinion.
- Analyze selected public policy issues in the context of historical events.
- Understand the constraints and issues stemming from the Federal budget.
- Learn how to interpret Congressional intent and navigate your agency's actions in response to it.
- Know how to respond appropriately to Presidential directives.
- Learn to make better administrative decisions.

“The exposure to some of the experts who know the Hill and how things work was absolutely wonderful.”

TUITION

\$5,035

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the executive, manager and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Management Development Seminar II
Team Development Seminar
Conflict Resolution Skills

SUGGESTED FOLLOW-ON COURSES

Effective Writing in the Federal Government
Executive Development Seminar

For class schedule, please go to WWW.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



EEO and HR for Supervisors: Everyday Accountability

To be effective, supervisors need to manage in accordance with EEO and HR legal and regulatory frameworks. This course helps supervisors understand and build skills in areas that have potential for problems and provides advice for creating and maintaining a fair workplace.

- Learn key federal laws and regulations—including Merit System Principles—that prevent discrimination, ensure equal employment opportunity, and promote an inclusive workplace.
- Understand areas of accountability for you, with a focus on preventing problems in interviewing and hiring staff, administering flexible work schedules, staff development, performance appraisals, and reasonable accommodations.



Receive Guidance from the Experts!

Trainers from the Equal Employment Opportunity Commission and the Office of Personnel Management come together to provide you with the context, background and competencies to execute everyday supervisory responsibilities in accordance with legal and regulatory frameworks. The content integrates selected HR and EEO topics with a focus on those that may cause problems for managers and supervisors. It also introduces good practices that help ensure a fair workplace for all.

SKILL IMMERSION

COMPETENCIES

- Accountability
- Decisiveness
- Developing Others
- Problem Solving

LOCATIONS

Oakland, CA

Washington, DC

For class schedule, please go to
www.leadership.opm.gov



“This was a great training session, and I have recommended to my direct reports and training officer that this course should be offered to all new supervisors.”

Register Now for EEO and HR for Supervisors: Everyday Accountability

This seminar is designed for new supervisors (within their first two years of being a supervisor), current supervisors who need a refresher, and experienced private-sector supervisors who are new to the Federal sector.

Highlights include:

- Review of legislative context and responsibilities of regulatory agencies (EEOC, MSPB, OSC, OPM)
- Hiring process, with emphasis on Veteran's preference and special hiring authorities
- Reasonable accommodations
- Fairness in employee development; providing ongoing feedback and coaching; telework; flexible work schedules
- Preventing harassment and retaliation
- Discipline, including EEO complaint process

“I believe the knowledge gained reinforces my ability to speak with leaders about how to avoid putting the agency at risk.”

TUITION

\$950 at all locations

SUGGESTED FOLLOW-ON COURSES

Supervisory Development Seminar I and II

Managing Performance Seminar

For class schedule, please go to www.leadership.opm.gov

3 JUL 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Effective Writing in the Federal Government: Leading with the Written Word

Whether producing budget justifications, regulations or performance plans, the ability to prepare clear, concise written documents is an essential skill for Federal leaders. This seminar helps you develop your writing skills so you can effectively convey your message to any audience and advance your goals.

- Explore basic writing methods that focus on outlines and effective content organization.
- Examine various writing styles and formats and understand the appropriate contexts in which to use them.
- Identify your target audiences and understand how to write powerfully and persuasively for them.
- Receive personalized feedback and critique on your writing from our expert instructors.



Learn to Write with Purpose to Effect Change

In this seminar, experts will review and critique your work as they guide you through the sometimes-convoluted process of writing Federal documents, and will offer concrete recommendations for how to continue polishing your writing after you've returned to the workplace.

SKILL IMMERSION

COMPETENCIES

- Written Communication
- Influencing/Negotiating
- Political Savvy
- Strategic Thinking
- Technology Management

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Washington, DC

For class schedule, please go to www.leadership.opm.gov

“It reinforced that my job, daily, helps the Government make important decisions through my writing of white papers, memorandums, guidance, and the Power Point presentations I develop.”

Register Now for the Effective Writing in the Federal Government Seminar

This seminar is designed for public service leaders at any level who are interested in improving their writing skills and potential within the Federal Government.

A Workshop to Help You Strategically Craft Your Writing to Advance Your Organization's Goals

- Understand basic writing methods that stress the importance of outlines and structured composition.
- Learn to write with more precision, meaning, purpose and style.
- Explore key elements of effective communication and apply them in your writing.
- Become more confident in your writing and improve your productivity.
- Learn to formulate your message to compel your target audience to act.
- Strengthen critical writing skills needed to help you gain vital support from your peers, team members and superiors.

“I am in the midst of writing mid-year performance appraisals and gained some valuable information from this course.”

TUITION

\$3,750 MDCs/\$3,250 Washington, DC
Tuition at the MDCs includes materials, meals and lodging. The cost of meals and lodging is not included in tuition for the Washington, DC session.

LEAD

This seminar meets the project/team lead, supervisor and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar
Team Development Seminar

SUGGESTED FOLLOW-ON COURSE

Leading Strategically: From Vision to Performance

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Engaging and Encouraging Employees

The Federal Government's diverse and multi-generational workforce requires exceptional leadership to keep all employees satisfied with their jobs and performing optimally. This seminar helps you understand what keeps your staff engaged and offers tools for encouraging high performance to boost organizational productivity.

- Examine recent research related to employee engagement, job satisfaction and high performance.
- Learn tools and approaches for creating a more engaged and high-performing workforce.
- Use research and tools learned in the seminar, including your agency's data from the Federal Employee Viewpoint Survey (EVS), to develop action plans specific to your organization.



Use Data from the Employee Viewpoint Survey to Guide Your Efforts

Every agency is different, which is why this seminar will help you develop an action plan for keeping your workforce happy and performing at their best. In the seminar you'll use data collected from your agency's Employee Viewpoint Survey results so that you leave with a plan that is specific to your organization and immediately applicable back on the job.

SKILL IMMERSION

COMPETENCIES

- Accountability
- Entrepreneurship
- Human Capital Management
- Influencing/Negotiating
- Strategic Thinking

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Washington, DC

For class schedule, please go to www.leadership.opm.gov

“This course has renewed my passion to try and ensure that the mission is carried out and the only way to really do that is by having employees who like their job, supervisor and duties.”

Register Now for the Engaging and Encouraging Employees Seminar

This seminar is designed for human capital officers, senior managers, supervisors and team leaders, and other non-management specialists interested in boosting employee retention and maintaining high work performance.

An Examination of How You Can Lead Your Employees—and Agency—to Success

- Learn how the latest EVS research can be used to help you be a better leader for your employees.
- Practice proven engagement tools and build a skill set for leading a satisfied, high-performing workforce.
- Come back to work with an action plan based on EVS data for raising organizational performance through the use of skills and approaches learned in the seminar.

“The course provided encouraging ways to improve performance and morale within my direct span of control and potential ideas to float upward.”

TUITION

\$2,575 EMDC/\$2,350 Washington, DC

Tuition at EMDC includes materials, meals and lodging. The cost of meals and lodging is no included in tuition for the Washington, DC session.

For class schedule, please go to [WWW.leadership.opm.gov](http://www.leadership.opm.gov)

3 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Executive Development Seminar: Leading Change

Where are you on your management track? This seminar will help take you from technical, division-level work to strategic, agency-level leadership positions. The focus is on development and transition for senior managers and the payoff is getting tomorrow right today.

- Challenge yourself to think about the macro overview of your agency as it relates to policy, strategic planning, leadership and change.
- Enhance your ability to communicate and interact positively with constituencies.
- Identify and plan for internal and external politics that impact your vision, mission, and organization.



For Effective Leaders Who Are Ready for the Next Step

Designed for senior Federal and other public sector managers, this two-week program offers new awareness of various aspects of your agency.

Thinking strategically, you will gain new knowledge, understanding and skills that will take you even further in your career.

CORE DEVELOPMENT

COMPETENCIES

- External Awareness
- Strategic Thinking
- Political Savvy
- Interpersonal Skills
- Oral Communication

ACADEMIC CREDIT

4 Graduate credits may be available upon completion.

DATES & LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

Note! This course is also available as a blended online and residential course. See course description at www.leadership.opm.gov/Programs/Core-Development/EEDS/Index.aspx

For class schedule, please go to www.leadership.opm.gov

“This program was well overdue for someone in my position. This training is beneficial for anyone who works in public service.”

Register Now for the Executive Development Seminar: Leading Change

The course is designed for highly effective managers at the GS-14 or 15 levels who are eligible to transition to the Senior Executive Service (SES), including those who are in Candidate Development Programs.

If getting away for two weeks is difficult, the Executive Development Seminar can be taken in a blended format, with eight weeks of online work followed by two and a half days in-residence. There is about 6 hours of online work weekly, and the content is the same as the two week course.

The seminar meets the requirements for 80 hours of interagency training. This seminar does not focus on the individual leader; therefore participants should have some basic prior leadership training. Participants are expected to have completed a 360-degree leadership assessment prior to this seminar. If not, a 360 assessment will be included.

Learn Tools, Techniques and Skills to Lead Change

- Learn how to implement change in the Federal Government.
- Recalibrate strategic planning skills.
- Develop political savvy to identify, understand, and meet the needs of and create buy-in from stakeholders.
- Design policy to include partnerships and coalitions with internal and external constituents.
- Explore the legislative and executive branches and their impact on policy-making.
- Improve oral communications and collaborative skills.
- Understand the mindset of senior leaders in relation to strategy, policy and the big picture.

“Excellent presentations, practical exercises and experiences throughout the entire program were very helpful.”

TUITION

\$6,000

Tuition includes materials, meals and lodging for the two-week course.

LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Leadership Assessment Program—Level II

Management Development Seminar

SUGGESTED FOLLOW-ON COURSES

Leadership for a Democratic Society

Leadership Competencies: Preparing for the Next Step

Note! This course is also available as a blended online and residential course. See course description at www.leadership.opm.gov/Programs/Core-Development/EEDS/Index.aspx

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Extraordinary Leadership

Federal managers are constantly honing their leadership skills. This seminar focuses on developing your strengths rather than trying to improve your weaknesses, so that you can go from being a good manager to an extraordinary leader.

- Develop the strengths inherent in every manager's personality and skill set.
- Examine the core competencies that all leaders must have, and know how to master them.
- Explore the Five Fatal Flaws that may lead to failure in leadership, and understand methods for identifying and correcting them.



A Look at Leadership Based on Zenger and Folkman's The Extraordinary Leader

The curriculum of this seminar is based on research presented in John Zenger and Joseph Folkman's groundbreaking book, *The Extraordinary Leader: Turning Good Managers into Great Leaders*, and is designed to help emerging leaders develop their strengths rather than improve their weaknesses.

Through introductory lectures, small group discussion, experiential learning and individualized coaching, you'll gain insight into your personal leadership strengths so you can achieve your full leadership potential.

SKILL IMMERSION

COMPETENCIES

- Accountability
- Continual Learning
- Decisiveness
- Integrity/Honesty
- Interpersonal Skills

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

San Antonio, TX

San Francisco, CA

Washington, DC

For class schedule, please go to www.leadership.opm.gov

“I have been in Federal service for many years, but this is one of the few sessions that actually tied together many of the challenges public servants encounter and rarely resolve.”

Register Now for the Extraordinary Leadership Seminar

This seminar is designed for Federal managers and those moving up to manager positions, regardless of seniority, level of authority or experience.

Those in formal leadership roles with direct reports (supervisors, managers, branch chiefs, etc.) or individual contributors without direct reports (scientists, engineers, lawyers, project or program managers, PMFs, etc.) will also benefit from this seminar.

An Intensive Program in Developing Leadership Strengths

- Understand the differences between good leaders and extraordinary leaders.
- Use Zenger and Folkman's research as a basis for exploring methods of developing leadership strengths, rather than focusing on improving weaknesses.
- Study the 16 core competencies all great leaders must have and know how to master them.
- Identify leadership weaknesses inherent in Zenger and Folkman's Five Fatal Flaws that may lead to failure in leadership.

“This program covered the essentials to help me work more effectively with my staff and others in my bureau to understand...what we need to do to better serve our industry members, the public and other government areas with which we work.”

TUITION

\$2,950 MDCs/\$1,950 San Antonio, TX; San Francisco, CA, and Washington, DC

Tuition at the MDCs includes materials, meals, and lodging. The cost of meals and lodging are not included in the tuition for sessions held in San Antonio, San Francisco, or Washington, DC.

LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

For class schedule, please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Facilitation Skills for Leaders

Although differing viewpoints among a team are important, they can make it difficult for Federal leaders to foster collaboration and inspire groups to move smoothly from conflicting ideas to actionable results. This seminar shares vital facilitation techniques for developing and maintaining effective group processes to maximize the contributions of all team members.

- Learn critical team-building methods for facilitating productive group interactions.
- Understand how to identify, diagnose and resolve interpersonal behaviors that may be undermining your team's success.
- Discuss real-life work challenges and determine the best strategies to use to address them when returning to the workplace.



Inspire Your Team to Work Together More Productively for Your Organization

This seminar will cover these essential team-building techniques:

- Dialogue
- Questioning
- Finding Consensus
- Problem Solving
- Decision Making
- Action Planning

Participants are encouraged to bring their toughest real-life work challenges to the seminar, where the class will discuss the best ways to handle them.

SKILL IMMERSION

COMPETENCIES

- Influencing/Negotiating
- Team Building
- Flexibility
- Interpersonal Skills
- Conflict Management

ACADEMIC CREDIT

2 lower level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“I will use the techniques I learned here in improving the outcome of my meetings and relationships with other officers in other divisions and agencies.”

Register Now for the Facilitation Skills for Leaders Seminar

This seminar is designed for managers, supervisors, facilitators, team leaders and project managers seeking more advanced leadership skills to inspire groups to work more collaboratively toward tangible results for their organization.

Lead Your Team to Collaborate Effectively to Reach Organizational Goals

- Strengthen team collaboration, cooperation and performance.
- Understand how to identify, diagnose and resolve interpersonal behaviors that may be interfering with your team's success.
- Explore and experiment with innovative problem-solving solutions.
- Develop decision-making processes that cultivate commitment to organizational goals and successful implementation.

“If my co-workers and others involved in Federal employment were required to take the same training, I believe it would promote team cohesion that could potentially lead to high productivity.”

TUITION

\$3,550

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the project/team lead and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar
Team Development Seminar

SUGGESTED FOLLOW-ON COURSES

Dynamics of Public Policy Seminar
Conflict Resolution Skills

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

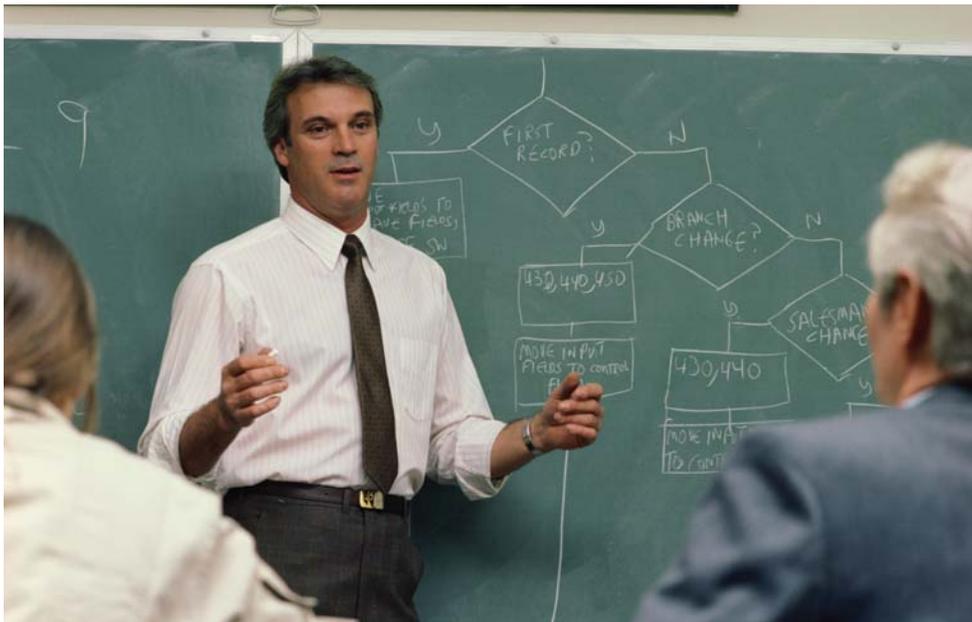
Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Federal Budgetary Policies and Processes Seminar

Often the success of your organization is dependent on your ability to develop a sound budget and secure support for it from top Government executives and members of Congress. This seminar will help you understand the political, policy and macroeconomic forces that affect the preparation of budgets and their approval.

- Learn to improve your skills in effective budget preparation, presentation and defense from current and former senior U.S. Government officials.
- Understand the relationship between the Executive and Legislative budget and appropriations processes.
- Examine current processes for incorporating program performance into Federal budgets.



Prepare and Present a Winning Budget

This seminar offers an intensive simulation of the full budget preparation process and tips for presenting a winning budget. Senior-level administration officials with extensive working knowledge of Federal budget process and procedures, as well as career and political executives with a wealth of experience in the Executive and Legislative branches, lead instruction and advise participants during this two-week course.

PUBLIC POLICY

COMPETENCIES

- Influencing/Negotiating
- Conflict Management
- External Awareness
- Flexibility
- Problem Solving

ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“The course gave me a greater understanding of the processes and procedures my agency goes through to secure annual appropriations for program activities.”

Register Now for the Federal Budgetary Policies and Processes Seminar

This seminar is designed for budget professionals, program managers and executives wishing to gain insight into the Federal budget process and improve their skills.

A Two-Week Intensive Program on Federal Budgets

- Improve your skills in effective budget preparation, presentation, and defense.
- Learn from current and former senior U.S. Government budget officials
- Understand the relationship between the Executive and Legislative budget and appropriations processes.
- Study current processes for integrating program performance and Federal budgets.

“The program provided very valuable insights into the Federal Budget Process that are not likely to be learned elsewhere without direct involvement with OMB and Congressional aspects of budgeting.”

TUITION

\$5,035

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the manager, executive, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSES

Dynamics of Public Policy Seminar
Executive Development Seminar

For class schedule, please go to www.leadership.opm.gov

12 Jul 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found in online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Federal Regulatory Policy Seminar

As a leader in the policy process, it's critical that you understand regulatory policy reform, as well as issues that shape emerging rules so you can make responsible decisions on matters that will impact both citizens and other Federal employees. This seminar offers an in-depth look into Federal regulatory policymaking and various approaches to successful implementation.

- Understand the political, scientific, social and economic issues that influence how regulations are made.
- Explore the interagency aspects of regulatory development and reform.
- Learn to examine regulations for efficiency, effectiveness and unforeseen impacts on agencies, the public and private sectors, citizens, and society as a whole.



Understand the Key Points of Decision, Access and Influence in Federal Regulatory Policy

During the week-long seminar, you will examine the rulemaking process, regulatory analysis, cost-benefit tests and the Regulatory Planning and Review Executive Order (12866). Current and former Executive Branch officials, business leaders and academics with expertise in regulatory development and review processes will lend their insight during the course, providing you with a unique look at the intricacies of the Federal Regulatory process and a chance to pick the brains of these experienced leaders.

PUBLIC POLICY

COMPETENCIES

- Political Savvy
- External Awareness
- Influencing & Negotiating
- Customer Service
- Flexibility

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“The seminar helped me gain more insight on the need to ensure that someone needs to be a trusted steward of government resources and keep the interest of the citizens in mind.”

Register Now for the Federal Regulatory Policy Seminar

This seminar is designed for experienced managers, policy analysts and technical specialists or other senior program staff who are involved in regulatory policy development and decision-making. Those who are seeking a broad policy overview will also benefit from this course.

An Intensive Overview of Regulatory Policy and its Impact

- Learn the principles of good regulatory development.
- Become familiar with interagency and White House regulatory review processes.
- Examine the statutory and Executive Order requirements that apply to the rulemaking and review processes.
- Review various approaches to successful regulatory reform.
- Understand the principles of regulatory and economic analysis.
- Explore the role of agencies, citizens, the private sector and politics in the regulatory development process.

“I have a better understanding of the role of the public and special interest groups, as well as politics, in the regulatory process.”

TUITION

\$2,675

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the manager, executive, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR EXPERIENCE

Involvement in regulatory policy development, management, policy analysis or technical specialist experience with rulemaking or regulatory enforcement.

SUGGESTED FOLLOW-ON COURSES

Executive Development Seminar
Dynamics of Public Policy Seminar
Environmental Policy Issues Seminar

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Innovation: Tools and Technologies

- How do we meet our mission with a reduced budget?
- How do we plan for new technology?
- How should scientific and technological development be governed?
- How should we recruit and retain new talent?
- How do we efficiently deliver health services to our citizens?



SKILL IMMERSION

COMPETENCIES

- Creativity/Innovation
- Problem Solving

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Washington, DC

For class schedule, please go to www.leadership.opm.gov

innovation (n): the process of improving, adapting, or developing a product, system, or service to deliver better results and **create more value for people.**

—Partnership for Public Service Report, 2011

These are just a few of the policy and organizational challenges facing Federal leaders today...

To solve the challenges of our time, leaders must foster a culture of innovation, embrace creative solutions, and navigate complex systems. It's no longer enough to possess exceptional analytical and deductive skills, today's leaders must aggregate insights and resources from throughout the systems of government.



Develop the tools and techniques to deal with complex, difficult issues

- Manage the complexity of intractable challenges
- Gather insights that uncover needs and expose the root of problems
- Collaborate with multi-disciplinary and inter-agency partners
- Create fertile space for ideas
- Leverage low resolution prototyping to reduce risk and development costs
- Navigate the change environment.

Register Now for Innovation: Tools and Technologies

This seminar is designed for executives, directors, managers, supervisors, team leads, emerging leaders, and technical specialists that are interested in leveraging innovation to improve organizational performance, create a strategic vision, and drive meaningful change.

TUITION

\$2,500 EMDC/\$2,375 Washington, DC

Tuition at EMDC includes materials, meals and lodging. The cost of meals and lodging are not included in the tuition for the Washington, DC session.

For class schedule, please go to www.leadership.opm.gov

19 JUL 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office:](#)
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Leadership Assessment Program—Level I for Team Leaders and Emerging Supervisors

Management is what makes the Federal government tick, and identifying and nurturing new managers is essential to the future of good government. This program will give you new insights to create a personal learning plan for continued leadership growth.

- Learn how your skills compare with desired leadership competencies.
- Get a more complete picture of your ability to lead.



- Complete your personalized Individual Development Plan.

Discover Your Leadership Strengths!

This week-long program is designed for high-performing career specialists, team leaders and emerging supervisors who have one year or less of supervisory experience. You'll receive personalized feedback from assessment specialists, superiors, peers and subordinates, and gain a greater understanding of how personal behaviors affect workplace interactions.

ASSESSMENT

COMPETENCIES

- Interpersonal Skills
- Conflict Management
- Oral Communication
- Decisiveness
- Problem Solving

ACADEMIC CREDIT

3 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule please go to www.leadership.opm.gov

“I hope that I can actually lead my agency’s mission by overcoming obstacles (weaknesses) and working with my particular strengths. I didn’t realize that anyone could be a leader before this class.”

Register Now for the Leadership Assessment Program—Level I

If you want to be the best manager you can be and you lack extensive experience, then this program provides ideal support for the initial phases of your management career. The curriculum consists of a variety of assessments, self-analysis, and group participation.

The Leadership Assessment Program offers different dates in Shepherdstown, West Virginia and Aurora, Colorado. Attendees will gain from intensive assessment and self-observation, and leave with a greater self-awareness and knowledge of their personal strengths as well as areas that need improvement.

Join Others for a Week of Personal Discovery

- Complete personal assessment inventories and personality and temperament profiles.
- Perform a case study analysis with feedback and critiques.
- Participate in various problem-solving activities.
- Receive constant feedback from videotaped self-observation.
- Identify strengths and areas for improvement and learn from confidential, comprehensive guidance from assessment center specialists.
- Gain valuable insights to create a personal learning plan for continued leadership growth.

“Life hands us all challenges and this program has helped me realize that we all have difficulties that we experience, and we must begin with us so that we can provide services to others.”

TUITION

\$5,600

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the project/team lead, supervisor, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSE

Team Development Seminar

Collaborative Leadership Seminar

Supervisory Development Seminar I and II

For class schedule please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Leadership Assessment Program— Level II for Supervisors and Managers

Successful government managers are far more often made than born. Excellence stems from many factors, and breaking those elements down and focusing on each of them will help you grow and develop your career.

- Receive a candid and confidential appraisal of your leadership style, preferences and behaviors.
- Learn how to be at your best by focusing on your strengths and managing your weaknesses.
- Create a personalized Leadership Development Plan (LDP) for continued growth.



Define Your Development Path to Excellence!

In just one week, this program will give you the critical strategies you need to improve your leadership performance and achieve organizational success. Besides the self-evaluation and assessments, all participants meet for a private half-day session with a professional executive coach to discuss strengths, areas for development and next steps on your government career path.

ASSESSMENT

COMPETENCIES

- Resilience
- Developing Others
- Interpersonal Skills
- Flexibility
- Influencing/Negotiating

ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“This seminar gave me the ability to discuss issues with executive coaches and learn more about my strengths and help manage weaknesses.”

Register Now for the Leadership Assessment Program—Level II

The Level II Program is designed for supervisors, managers or executives who have at least one year of current supervisory experience and who want a clearer picture of their leadership strengths and areas for development.

If you are in agency management or a succession development program and you need the most accurate information possible from which to develop an Leadership Development Plan, then you, too, will benefit from the curriculum.

The curriculum consists of a variety of profiling, self-analysis, and group participation. Note: It's recommended that supervisors and managers update their leadership assessment every three to five years.

Join Your Peers for a Week of Personal Discovery

- Diagnose your leadership style, preferences and behaviors with the help of assessment professionals.
- Analyze individual feedback on your current leadership performance from your supervisors, peers and subordinates through a 360-degree assessment tool.
- Assess your approach to leading groups and teams, as well as one-on-one interactions.
- Learn how to focus on your strengths and manage your weaknesses to be most effective.
- Acquire important insights from a confidential planning session with a professional executive coach.
- Assess your level of emotional intelligence to be an effective leader.

“The fact that the Government offers courses of this caliber is so impressive and reinforces my commitment to public service.”

TUITION

\$5,350

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor, manager, and executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSES

Management Development Seminar I and II

Supervisory Development Seminar I and II

For class schedule, please go to www.leadership.opm.gov

3 JUL 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Leadership Competencies: Preparing for the Next Step

For public sector leaders seeking senior manager or Senior Executive Service (SES) positions in their agencies, it's critical to demonstrate competence and confidence as a Federal leader. This interactive seminar tests leaders' abilities and reinforces specific skills required of top leadership in Government today.

- Receive a benchmark of your current leadership abilities using OPM's 360-degree Competency Assessment instrument and feedback.
- Learn strategies for setting goals and improving your competence as a Federal leader.
- Create personalized action plans for ongoing development.



Determine Your Readiness for Taking the Next Step in Your Leadership Journey

This seminar uses the Challenge, Context, Action and Results model to help you develop a personal strategy for effectively communicating your abilities as a high-level public sector leader.

SKILL IMMERSION

COMPETENCIES

- Strategic Thinking
- Partnering
- Creativity/Innovation
- Flexibility
- Entrepreneurship

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For the class schedule, please go to www.leadership.opm.gov

“It invigorated me, allowed me to interact and learn from my peers and others, refocused me, and taught me valuable skills that I can take back to the office to make my staff and me better, more effective public servants.”

Register Now for the Leadership Competencies: Preparing for the Next Step Seminar

This seminar is designed for public service leaders who are looking to move into senior-manager or Senior Executive Service (SES) positions and want to determine their readiness for these high-level leadership roles.

A Weeklong Assessment and Development of Your Senior Leadership Skills

- Assess your current abilities and receive feedback.
- Learn strategies for setting goals and improving your competence as a public sector leader.
- Develop a personal strategy for communicating your abilities using the Challenge, Context, Action and Results model.
- Create a personalized action plan for ongoing leadership development.

“The training helped me focus on the mission and objectives of my program and why leadership is critical.”

TUITION

\$3,950

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE

Management Development Seminar

SUGGESTED FOLLOW-ON COURSE

Executive Development Seminar

For the class schedule, please go to www.leadership.opm.gov

23 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form, found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Leadership Skills for Non-Supervisors

When it comes to leading in Government, it's often those in informal leadership roles who can make the most significant impact in an agency. This seminar helps Federal workers who are not currently formal supervisors or managers learn to influence others and make a difference in their organization.

- Develop informal leadership skills to influence colleagues and advance your organization's performance.
- Understand the importance of person-to-person influence rather than position-to-position authority.
- Strengthen interpersonal communication skills.
- Learn strategies for facilitating groups for improved productivity.



Impact Your Agency Regardless of Your Formal Job Title

This seminar uses hands-on experiential exercises, assessments and frameworks/models to help you create an integrated development plan that matches your organization's needs with your individual strengths.

SKILL IMMERSION

COMPETENCIES

- Interpersonal Skills
- Influencing/Negotiating
- Integrity/Honesty
- Flexibility
- Resilience

ACADEMIC CREDIT

3 lower level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

San Antonio, TX

Check www.leadership.opm.gov for additional location details.

For class schedule, please go to www.leadership.opm.gov

“After this course, I will attempt to utilize more effective balance of the leader-follower dynamic...and to be more empathetic and better with my non-verbals.”

Register Now for the Leadership Skills for Non-Supervisors Seminar

This seminar is designed for individuals who are not currently formal supervisors or managers but fulfill a variety of leadership roles in their organizations at all levels.

Individuals who aspire to serve in these formal leadership roles will also benefit from this course.

Lead and Influence as a Person—Not a Position

- Examine and test effective models for leadership success.
- Understand the importance of person-to-person influence over position-to-position authority.
- Develop values-based leadership practices.
- Learn strategies for facilitating groups more effectively.
- Explore techniques for positive interpersonal communication.
- Understand how increasing personal awareness of individual differences can help influence others.

“I have the ability to invoke positive changes within my agency, which will improve the quality of service to the American people.”

TUITION

\$3,750 MDCs/\$3,250 San Antonio, TX
Tuition at the MDCs includes meals and lodging. The cost of meals and lodging is not included in tuition for the course at the San Antonio, TX location.

LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSE

Collaborative Leadership Seminar

For class schedule, please go to www.leadership.opm.gov

12 Jul 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Management Development Seminar I: Leading from the Middle

Managers make the Federal government work today, and developing management competencies is an excellent investment in the future success of your agency. This seminar delivers an exceptional learning experience for managers and supervisors who want to upgrade their skills today.

- Learn essential management competencies through a variety of experiences and activities.
- Build your peer network across agencies while working with other new managers and supervisors.
- Improve existing skills and develop new abilities, tools and techniques.



A Powerful, Interactive Learning Experience!

This course is designed to teach attendees to think more critically and develop communications skills. It's an ideal experience, whether you are a new middle manager or an experienced first-line supervisor.

During the course, you will study essential management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions.

CORE DEVELOPMENT

COMPETENCIES

- Conflict Management
- Problem Solving
- Accountability
- Developing Others
- Leveraging Diversity

ACADEMIC CREDIT

3 upper level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“The practical knowledge that was imparted by the presenters and the case study exercise taught me that when looking at a problem collectively with like-minded participants, you can achieve better results.”

Register Now for the Management Development Seminar I: Leading from the Middle

This seminar was created for managers who have been recently promoted to second-line supervision and experienced first-line supervisors who are seeking to update their management skills and knowledge.

Managers have a great deal of responsibility for government productivity and performance, especially managers of supervisors and those with oversight of groups and programs. As a key leader in your organization, your challenges are complex, and your leadership is integral to your agency's success. This program is a vital step in your development.

Learn How to Lead from the Middle

- Learn and apply tools for improving skills in conflict resolution and problem solving.
- Increase your self-knowledge and leadership capacity through critical thinking, exploring strengths theory and examining change models.
- Solve a real management challenge through a small group action learning process.
- View your leadership role through Constitutional values and courageous relationships.
- Examine your own ways of thinking and how they influence behavior.
- Learn new ways to develop and deploy your staff.
- Build peer networks across Federal agencies.

“The new tools the course provided deepened my self-awareness about how I go about work.”

TUITION

\$5,035

Tuition includes materials, meals and lodging for the two-week course.

LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Team Development Seminar

Supervisory Development Seminar I and II

Leadership Assessment Program—Level I

SUGGESTED FOLLOW-ON COURSES

Management Development Seminar II

Coaching and Mentoring for Excellence

Dynamics of Public Policy Seminar

For class schedule, please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative for the Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Management Development Seminar II: Leading Organizations

In an era of constant change and challenges, government agency managers must step up for greater effectiveness and efficiency. This seminar offers an unmatched overview of your systems and best practices, and a useful framework for leading your organization into the future.

- Learn how to engage your workers and foster innovative thinking and action.
- Share challenges and best practices with peer attendees from other agencies.
- Deepen your understanding of interagency systems and make connections for networked governance capable of delivering seamless customer service.



A Systems Understanding of Managing Organizations

This seminar helps you develop systems for understanding how to manage culture and productivity throughout your organization. You will learn four useful “frames” for recognizing, understanding and improving interrelated, vital systems:

1. The Structural Frame: Organizing and structuring groups and teams.
2. The Human Resource Frame: Tailoring organizations to satisfy human needs, improve human resource management, and build positive interpersonal and group dynamics.
3. The Political Frame: Coping with power and conflict, building coalitions, honing political skills, and dealing with internal and external politics.
4. The Symbolic Frame: Shaping a culture that gives purpose and meaning to work; staging organizational performance drama for internal and external audiences; building effective team spirit.

CORE DEVELOPMENT

COMPETENCIES

- Strategic Thinking
- Human Capital Management
- Influencing/Negotiating
- Political Savvy
- Vision

ACADEMIC CREDIT

3 upper level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov



“Excellent true-life stories emphasized the content. It’s great to get advice from someone who has been there and done it.”

Register Now for the Management Development Seminar II: Leading Organizations

This seminar is designed for second- and third-line managers (those who typically manage supervisors or other managers) who are seeking to refine and improve the performance of their organizations.

During the two-week course, experienced mid-level managers can assess and improve their organization's overall effectiveness. You will learn how to help guide your organization during times of unprecedented change, challenge and uncertainty. Through presentations, small-group work and practice, you will learn out how to engage your workers and foster innovative thinking and action.

Learn How to Help Guide Your Organization to Excellence

- Enhance your ability as a leader to think comprehensively and multi-dimensionally.
- Encourage flexibility within your organization and view opportunities and events from multiple angles.
- Try new approaches to managing that can lead to greater organizational efficiency.
- Practice collaborative management of work team cultures.
- Create a powerful vision for your organization and set strategies for moving toward its realization.
- Forge productive negotiations and defuse wasteful, unproductive conflict.

“Any individual in a leadership role should take this course if they are interested in furthering their career.”

TUITION

\$5,300

Tuition includes materials, meals and lodging for the two-week course.

LEAD

This seminar meets the manager track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar

Leadership Assessment Program—Level II

Team Development Seminar

SUGGESTED FOLLOW-ON COURSES

Coaching and Mentoring for Excellence

Crisis Leadership Workshop

Dynamics of Public Policy

Women's Leadership Seminar

For class schedule, please go to www.leadership.opm.gov

9 JUL 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative for the Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Managing Performance Seminar

As a Federal supervisor, you're responsible for shouldering two important responsibilities: guiding your team to success and taking disciplinary action if the need arises. In this seminar, supervisors will explore key elements of effective performance management in the Federal workplace, while satisfying supervisory training requirements.

- Learn effective methods for improving employee productivity and encouraging high levels of performance.
- Know how to identify the personal styles, beliefs and practices that support or interfere with effective performance management.
- Understand the systemic and legal elements that support the use of disciplinary action and termination in the Federal Government.



Setting the Stage for High Performance and Responding to Unacceptable Performance

This seminar offers unmatched insight into the most effective techniques to improve communication with and motivation of employees to encourage optimal workplace performance. The seminar also helps supervisors recognize and avoid common pitfalls in discipline and termination situations.

SKILL IMMERSION

COMPETENCIES

- Accountability
- Developing Others
- Interpersonal Skills

LOCATION

Washington, D.C.

Visit www.leadership.opm.gov for additional location information.

For class schedule, please go to www.leadership.opm.gov



“After taking this course, I will be better versed to talk with HR about personnel disciplinary issues.”

Register Now for the Managing Performance Seminar

This seminar is designed for new and experienced Federal supervisors.

Note: This program satisfies two supervisory training requirements outlined in 5 CFR 412:202.

1. Improve employee performance and productivity.
2. Identify and assist employees with unacceptable performance.

Understand Best Practices of Performance Management and Apply Them Effectively in the Workplace

- Implement effective performance management practices that set expectations and encourage high levels of performance.
- Gain insight into personal styles, beliefs and practices that support or obstruct effective performance management.
- Learn and practice techniques for increased effectiveness in communication, motivation and support to encourage optimal employee performance.
- Differentiate between the problems of unacceptable performance and unacceptable conduct.
- Understand the systemic and legal elements that support the use of disciplinary action and termination in the Federal system.
- Recognize and avoid common pitfalls in discipline and termination situations.
- Formulate a plan to apply course tools and techniques when back in the workplace.

“As a result of this course, I am committed to developing more measurable performance plans, holding employees accountable and evaluating accordingly.”

TUITION

\$2,300

The cost of meals and lodging is not included in tuition for the Washington, DC, sessions.

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

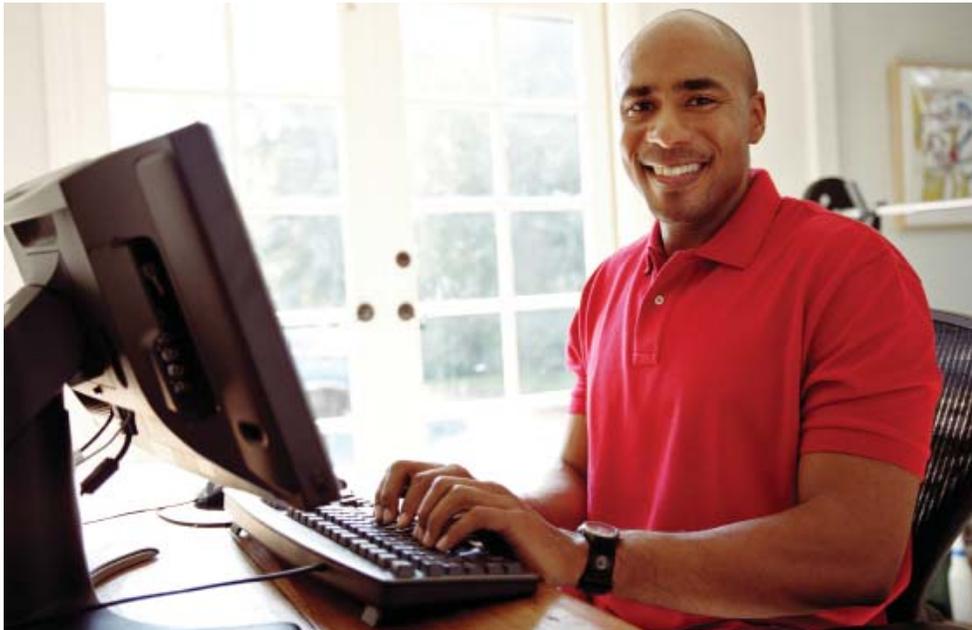
Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Managing the Flexible Workplace

As more and more Federal workers take advantage of flexible work arrangements, managers and supervisors are faced with a unique challenge of overseeing a mix of remote workers, teleworkers and onsite staff without sacrificing performance. This seminar addresses best practices, strategies and methods for maintaining high performance regardless of where an employee sits.

- Understand the expectations of the administration and Congress for alternative work arrangements in the Federal Government.
- Explore strategies for maintaining and managing performance whether employees are onsite or offsite, and learn guidelines and procedures for establishing flexible arrangements in your workplace.
- Develop specific plans for applying learned techniques to your workplace.



Maintain High Performance and Achieve Results in the Nontraditional Federal Workplace

Through instruction and sharing best practices, this seminar offers effective methods for supporting high performance regardless of employee location—without making more work for you as the supervisor!

SKILL IMMERSION

COMPETENCIES

- Interpersonal Skills
- Leveraging Diversity
- Influencing/Negotiating
- Accountability
- Continual Learning

ACADEMIC CREDIT

3 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“My office is just now starting a pilot program for remote workers. This course will help me better understand and give more meaningful input to this effort. I am now in a better position to discuss and promote remote working with management and peers.”

Register Now for the Managing the Flexible Workplace Seminar

This seminar is designed for managers and supervisors seeking to acquire tools, tips and tactics to effectively manage the performance of employees in nontraditional work arrangements.

An Overview of Best Practices and Strategies for Managers and Supervisors of Onsite and Offsite Staff

- Analyze your agency's policies and procedures for flexible work arrangements.
- Learn guidelines and procedures for establishing flexible work arrangements in your organization.
- Examine the factors that create a performance-based flexible work environment.
- Apply performance management principles for a results-based workplace.
- Create specific strategies for applying techniques learned in the seminar to your workplace.

“Telework is highly encouraged, and this course has provided support and good reference information on how to successfully manage this resource.”

TUITION

\$2,575

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE

Supervisory Development Seminars I and II

Management Development Seminars I and II

SUGGESTED FOLLOW-ON COURSES

Crisis Leadership Workshop

Conflict Resolution Skills

For class schedule, please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative for the Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



National Security Policy Seminar

National Security policy cannot be implemented in a vacuum. Its many interrelated parts must come together to form effective, sustainable policies that work in the best interest of our country and its allies. This seminar offers a high-level overview of the factors that affect security and economic impacts here and abroad.

- Examine in detail the interrelationships between political, military and technological factors that affect national security.
- Understand the structure of the nation's defense establishment and the processes and agencies involved in policy formation.
- Explore U.S. Collective Defense Arrangements and their relationship to the country's foreign policy.
- Learn how terrorism influences national and international security policy.



Understand National Security in a Global Context

Through this seminar's coursework, you will explore the rapidly changing nature of modern warfare and strategic concepts on which national security policy is based, the resources available for national security, the necessity of military preparedness, the role of intelligence in national security, and a theater-by-theater assessment of the status of world conflicts.

PUBLIC POLICY

COMPETENCIES

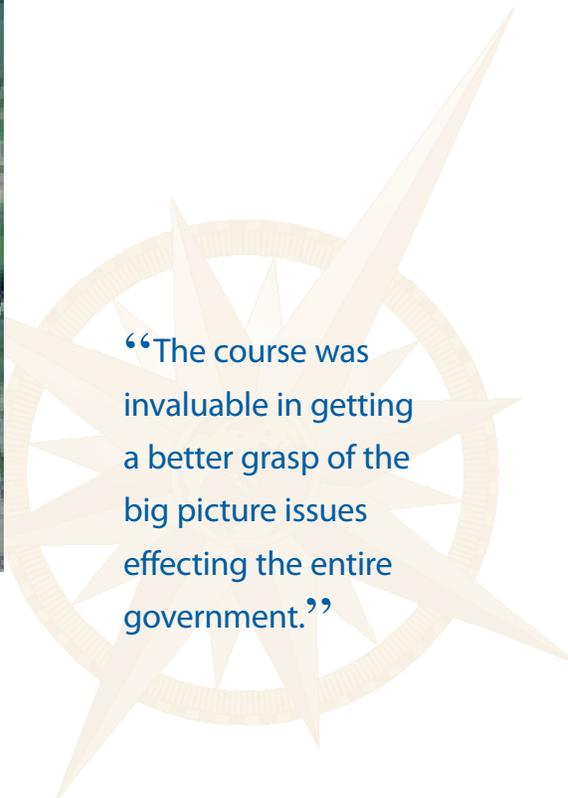
- Strategic Thinking
- External Awareness
- Political Savvy
- Problem Solving
- Influencing & Negotiating

LOCATION

Eastern Management Development
Center in
Shepherdstown, WV

This training facility is 70 miles
from Washington, DC in the
Blue Ridge Mountains above the
Potomac River.

For class schedule, please go to
www.leadership.opm.gov



“The course was
invaluable in getting
a better grasp of the
big picture issues
effecting the entire
government.”

Register Now for the National Security Policy Seminar

This seminar is designed for individuals with management-level experience at an agency with a national security mission. Managers with a national security function in agencies without a national security mission will also benefit from this course.

A Two-Week Immersion into the Challenges and Implications of National Security

- Gain a strategic overview of national security policy and the mechanisms by which it is created and implemented.
- Understand some of the basic principles of strategy and the framework for analyzing strategic choices and arguments.
- Explore the domestic, organizational and international pressures and constraints on security choices.
- Construct a current snapshot of national security leaders and processes, and their potential impact on security.
- Examine the strengths and limitations of some of the major diplomatic, informational, economic and military tools of security policy.

“The exposure to speakers and their vast knowledge is something I could never have received with only the benefit of “on-the-job” training.”

TUITION

\$5,035

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the manager, executive, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSES

Dynamics of Public Policy Seminar

Executive Development Seminar

For class schedule, please go to www.leadership.opm.gov

2 Jul 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative for the Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Performance Budgeting Seminar

In these tight economic times, it's critical that organizations align their program costs with budget and financial performance measurements. This seminar outlines the path to this alignment to ensure and demonstrate that your organization is efficient and productive.

- Understand the requirements of common Federal performance measures.
- Study best practices and successes of other agencies' budget and organizational performance alignment.
- Develop new strategies for integrating your organization's budget and financial and performance management systems.



Align Your Program Costs with Federal Budgets in Time for Performance Assessments

As performance measurements and budget issues become more tightly linked, make sure you're prepared for your organization's assessments. This seminar explores the requirements of the Government Performance and Results Act, as well as Office of Management and Budget-sanctioned successor assessment tools, so that you can be sure your agency's performance on these measures reflects its productivity and the value of its programs.

PUBLIC POLICY

COMPETENCIES

- Accountability
- Financial Management
- Influencing & Negotiating
- Partnering
- Strategic Thinking

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“The seminar will help me improve our performance measures. I will be able to tie the measures and objectives better to Presidential performance objectives.”

Register Now for the Performance Budgeting Seminar

This course is designed for individuals who lead, manage or work to integrate their organization's budget and financial management process with performance.

A 3-Day Crash Course in Integrating Budgets With Agency Performance for Greater Accountability

- Examine the administration's performance initiatives and how they reinforce and influence each other.
- Assess your organization's strategic plan, program costs and budgets, and develop new approaches to integrating financial and performance management systems.
- Learn from other Federal agencies that have established greater accountability and achieved positive results.
- Study the Office of Management and Budget's long-term goals for performance measures and develop your own goals based on these measures.
- Understand financial management accounting and transaction standards.

“This seminar helped me learn more about realities of performance budgeting.”

TUITION

\$2,575

Tuition includes materials, meals and lodging.

SUGGESTED FOLLOW-ON COURSE

Federal Budgetary Policies and Processes Seminar

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative for the Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Project Management Principles

At the heart of any successful program or initiative is a project manager who employs a variety of proven management strategies and techniques. This seminar offers a solid foundation of principles, tools and best practices to help set you apart as a skilled project manager.

- Explore and practice critical concepts and strategies for successfully managing a project.
- Strengthen and demonstrate effective team behavior and interpersonal skills, especially when communicating project changes and progress.
- Develop and present a basic project plan incorporating key seminar concepts.



Constructing a Foundation for Successful Project Management

Using the internationally recognized Project Management Institute's Body of Knowledge (PMBOK) as a guide, this seminar allows you to develop and present a real world project plan under the guidance of certified project managers and expert instructors.

Key project management principles including scope management, chartering, work breakdown, scheduling, accountability, communication planning, earned value, risk evaluation and Critical Path Method (CPM) will also be presented during the weeklong seminar.

SKILL IMMERSION

COMPETENCIES

- Problem Solving
- Accountability
- Strategic Thinking
- Technical Credibility
- Team Building

ACADEMIC CREDIT

2 upper level Baccalaureate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“The body of information provided demonstrates a commitment to elevate the level of competence in the Federal workforce to promote greater efficiencies in work output, a better work environment and attention to cost savings.”

Register Now for the Project Management Principles Seminar

This seminar is designed for new or potential project managers with little or no previous training or experience in project management.

Be Prepared With the Skills Needed to Lead Successful Organizational Initiatives and Programs

- Understand project management based on the Project Management Institute's Body of Knowledge (PMBOK).
- Apply project management critical project management tools to improve project planning and implementation.
- Learn and demonstrate effective team behavior and the importance of team membership when it comes to successful projects.
- Strengthen interpersonal skills necessary for effectively and productively communicating project changes and progress.
- Develop and present a basic project plan incorporating key seminar concepts.

“Tools of risk analysis, planning and conflict resolution from the seminar are bound to positively impact my public service job.”

TUITION

\$3,500

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the project/team lead and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSES

Collaborative Leadership Seminar
Team Development Seminar

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative for the Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Resiliency Advantage

During these times of constant change and shrinking resources, Federal leaders face significant challenges. This seminar boosts your ability to lead with flexibility and resiliency, especially in periods of stress and uncertainty.

- Use the science of resiliency psychology to be prepared for any situation.
- Learn how to be flexible and thrive during times of constant change.
- Help your teams become change proficient and maintain attitudes of professionalism in any situation.



Bounce Back From Unexpected Challenges and Become Stronger in the Process

This innovative seminar will guide you through developing the five levels of resiliency to assist you in handling unexpected situations in the workplace and beyond. The seminar encourages participants to share their experiences, making for a lively, interactive classroom environment.

SKILL IMMERSION

COMPETENCIES

- Resilience
- Flexibility
- Conflict Management
- Problem Solving
- Interpersonal Skills

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

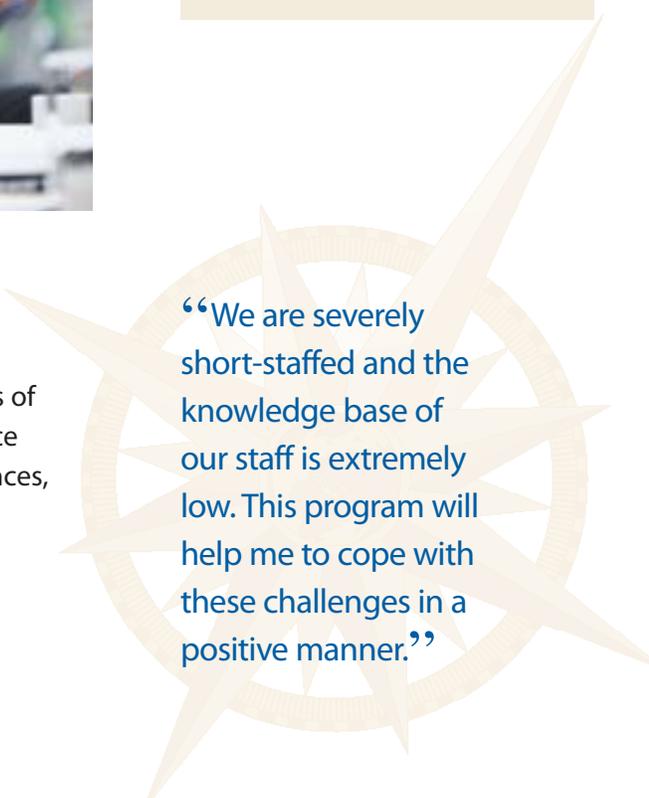
This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

San Antonio, TX

Washington, DC

Check www.leadership.opm.gov for additional location details.

For class schedule, please go to www.leadership.opm.gov



“We are severely short-staffed and the knowledge base of our staff is extremely low. This program will help me to cope with these challenges in a positive manner.”

Register Now for the Resiliency Advantage Seminar

This seminar is designed for decision-makers at all organizational levels including:

- Senior Executives
- Managers
- Team Leaders

Develop Your Resiliency Skills to Keep Your Organization on Track

- Learn ways to bounce back from unexpected difficulties and gain strength from challenging experiences.
- Explore how to manage disruptive change with emotional competence.
- Examine the benefits of managing using questions rather than instructions.
- Understand how to help your teams become adept at handling change and maintaining attitudes of professionalism during any situation.
- Learn strategies for assisting “survivors” of downsized agencies to remain committed to the organization.

“I have several employees who are extremely resistant to change; some of the information I’ve gathered here will help me to work with them more effectively.”

TUITION

\$2,575 MDCs

\$1,850 San Antonio, TX and Washington, DC

Tuition at the MDCs includes materials, meals and lodging. The cost of meals and lodging is not included in tuition for the San Antonio and Washington, DC sessions.

LEAD

This seminar meets the executive and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Executive Development Seminar
Management Development Seminar I

SUGGESTED FOLLOW-ON COURSES

Crisis Leadership Workshop
Coaching and Mentoring for Excellence
Facilitation Skills for Leaders

2 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative for the Customer Service Office:

Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Science, Technology & Public Policy

At every Federal agency, science and technology play a critical role in policy. This seminar examines social, economic and political drivers, and helps you anticipate and respond to challenges and make the best case for your programs to decision-makers.

- Understand, anticipate and respond to challenges in science and technology policy.
- Learn valuable strategies you can apply to your science and technology mission.
- Study development, funding, implementation, priorities, time horizons and much more.



Examine Policy for Science—and Science for Policy

This two-week exploration covers both of these critical aspects going forward.

- Policy for science defines how we generate and implement Federal policy governing science.
- Science for policy characterizes the role of scientific knowledge in public policy design and debates.

PUBLIC POLICY

COMPETENCIES

- Political Savvy
- External Awareness
- Accountability
- Influencing/Negotiating
- Problem Solving

ACADEMIC CREDIT

3 upper level Baccalaureate or 3 Graduate credits may be available upon completion.

LOCATION

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

For class schedule, please go to www.leadership.opm.gov

“This seminar provided a much greater understanding of public policy, how it is made and the responsibility and understanding of possible future positions during my career.”

Register Now for the Science, Technology & Public Policy Seminar

This seminar is designed for managers and senior-level specialists whose programs or policies are related to science, engineering and technology. Other beneficiaries are high performing, mid-level specialists in the various policy-related fields that are covered in the seminar.

Participants will leave with a greater ability to understand, anticipate and respond to current and future challenges in the development and implementation of science and technology policy.

A Two-Week Immersion into a Leading Challenge in the 21st Century

You will study selected issues of national and international importance, and review the institutions that influence science and technology policy in the Executive Branch, Congress, special interest groups and the press:

- Understand administration initiatives and priorities in science and technology.
- Explore the promises and challenges of new technologies to public policy in national security.
- Cover issues in genetic research, computer applications and space exploration and development.
- Learn how economic, political and social trends affect the future of science and technology.
- Study the development, funding and implementation of science and technology policy in Federal agencies.
- Additional themes include budget allocation and priorities, technology transfer, differential time horizons for politics and science, increasing scientific complexity and the problem of public education, making policy under scientific uncertainties and the role of scientists as public servants.

“Understanding how policy is made and where to look for relevant policy could allow for the production of better research proposals.”

TUITION

\$5,035

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the manager, executive, and professional track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE OR EXPERIENCE

Management level experience at an agency with a science or technology mission.

SUGGESTED FOLLOW-ON COURSE

Executive Development Seminar

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative for the Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Senior Executive Assessment Program

If the next step in your career path is to be a Senior Executive in the Federal Government, then you should obtain a focused appraisal of your readiness. This intensive program gauges your potential and offers a realistic preview of your future as a Senior Executive.

- Make intelligent choices about whether being a Senior Executive is the right career choice for you.
- Gauge your readiness to be a Senior Executive today.
- Assess your preparedness to successfully navigate through the selection process for a Senior Executive.



Get a Professional Appraisal of Your Readiness to be a Senior Executive in the Federal Government

This intensive, one-week program provides an essential gauge of your Senior Executive performance potential and determines your readiness to go through the Executive selection process, including interviewing and obtaining Senior Executive certification/approval.

This program will provide a realistic job preview of what life as an Executive is like so you can make an informed decision about whether it is the right career path for you.

ASSESSMENT

COMPETENCIES

- Strategic Thinking
- Vision
- Interpersonal Skills
- Problem Solving
- Team Building

ACADEMIC CREDIT

1 upper level Baccalaureate credit may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For the class schedule, please go to www.leadership.opm.gov

“The entire program was well planned and extremely timely for where I am in my Federal career.”

Register Now for the Senior Executive Assessment Program

This top-level program is designed for senior staffers, supervisors or managers who are seriously considering a move within the next year into an executive level position, as well as any individual enrolled in an SES/Executive Development Program.

The course is restricted to GS-15s and above or their equivalent.

Earn Real-Time Assessment and 360-Degree Feedback on Performance

- Assess how close you are today to being at the Full Performance Level for a Senior Executive on critical ECQ competencies.
- Receive essential preparation and guidance for a Senior Executive selection process.
- Receive 360-degree feedback on your current ECQ performance from multiple sources and compare the information against the more accurate Assessment Center results.
- Enjoy a comfortable, secure environment in which to appraise your potential as a Senior Executive and then develop a tailored action plan for leadership development.
- Receive a confidential debrief on your executive performance in the 10-hour real-time behavioral assessment center.

“The entire assessment day and the interview were especially meaningful. I also learned much from the nuts-and-bolts discussion of how SES works, the application process, selection, pay, etc.”

TUITION

\$6,350

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the executive track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

SUGGESTED FOLLOW-ON COURSES

Executive Development Seminar
Leadership for a Democratic Society

For the class schedule, please go to www.leadership.opm.gov

3 JUL 2012

Three Ways to Register

1. **Register Online at www.leadership.opm.gov**
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. **Fax a Registration Form found online.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. **Contact a Representative for the Customer Service Office:**
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



The Supervisory Development Seminar I: Fundamentals

Every Federal Agency relies on frontline management to get the job done. Though professions vary greatly across the Federal government, the responsibilities of the frontline supervisor do not. Every Federal supervisor needs to know how to implement an effective human resource and performance management process to achieve high performance. This seminar delivers the fundamental skills supervisors need to be successful.

- Be able to navigate the Federal human resource management system and differentiate appropriate personnel actions to recruit, hire, and retain employees in the Federal workplace.
- Implement effective performance management practices that set expectations and encourage effective performance.
- Articulate the appropriate personnel actions required to discipline and terminate employees who are poor performers or who violate workplace behavioral principles.
- Formulate a plan to improve personal performance upon returning to the workplace.



Establish the Fundamental Skills to Become a Successful Leader

New supervisors will gain valuable insights into the fundamental skills, behaviors and attitudes that define the successful Federal supervisor and maximize personal performance. This week-long seminar can be combined with the SDS II for a two-week immersion to expand these fundamentals into a foundation for great leadership.

Please note: This seminar meets the requirements of CFR 412—requiring training for all new supervisors.

CORE DEVELOPMENT

COMPETENCIES

- Interpersonal Skills
- Human Capital Management
- Oral Communication
- Written Communication
- Accountability

ACADEMIC CREDIT

2 upper level Baccalaureate or 2 lower level credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to www.leadership.opm.gov

“The seminar reinforced my commitment to be effective, productive, and responsible for the taxpayer’s resources, especially if it means addressing employee conduct and performance issues.”

A One-Week Investment That Will Pay You Back

- Gain the skills, behaviors and attitudes that define the successful supervisor.
- Understand merit system principles as the foundation of Federal civil service and apply them to supervising your employees.
- Learn and practice tools for effectively communicating expectations to employees.
- Write performance standards that are measurable and motivate employees to succeed.
- Recognize and avoid the common pitfalls in discipline and termination situations.
- Network with peers who will support your transition to supervisor.

Training that Meets Requirements for New Supervisors—and More

This seminar is designed for new supervisors, existing supervisors who have not received formal training, and those transitioning to civil service supervision from the military or private sector.

All new Federal supervisors are required to receive training within one year of being appointed. This course meets 3 of the 4 subject requirements, and combined with Supervisory Development Seminar II, meets all four:

- Mentor employees
- Improve employee performance and productivity
- Conduct employee performance appraisals
- Identify and assist employees with unacceptable performance

(CFR 412.202)

“The case studies from MSPB were useful to understand what can happen in a workplace and how to appropriately respond in such situations, and to know what resources are available to you.”

TUITION

\$3,350

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE

Leadership Assessment Program—Level I

SUGGESTED FOLLOW-ON COURSES

Supervisory Development Seminar II: Learning to Lead

Managing the Flexible Workspace

For information on presenters and day-to-day schedules, please go to www.leadership.opm.gov

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form, found in a catalog or online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



The Supervisory Development Seminar II: Learning to Lead

Effective government managers need to supervise and lead to be successful. This seminar will develop your capacity to move employees from performance compliance to commitment for excellence!

- Explore the concepts of employee motivation and engagement.
- Identify and practice the critical communication skills to engage in performance feedback and coaching for excellence.
- Explore the origins of conflict and develop effective skills for managing conflict as a supervisor.
- Network and learn from peers in other federal agencies facing the leadership and supervision challenge.



Expand Your Knowledge and Skills to Become a Successful Leader

Supervisors will gain valuable insights into workplace motivation and employee engagement and adapt skills based on these insights into their leadership approach. This week-long seminar can be combined with the SDS I for a two-week immersion seminar that will integrate leadership with the nuts and bolts of supervision.

Please note: This seminar meets the requirements of CFR 412 requiring training for all new supervisors in mentoring skills and improving employee performance and productivity.

CORE DEVELOPMENT

COMPETENCIES

- Interpersonal Skills
- Developing Others
- Conflict Management
- Oral Communication
- Leveraging Diversity

ACADEMIC CREDIT

2 upper level Baccalaureate or 2 Graduate credits may be available upon completion.

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov



“The course equipped me with tools that will enable me to get quality performance out of civil servants.”

Register Now for the Supervisory Development Seminar II: Learning to Lead

This seminar is designed for new frontline supervisors and existing supervisors who have not yet participated in formal leadership development. It is also recommended for frontline supervisors who need a refresher course to understand and refine their approach to leadership.

It may be completed as a stand-alone seminar week or as a two-week experience when combined with Supervisory Development Seminar I: Fundamentals. When taken together, the weeks do not have to run consecutively.

Leadership Begins With the Supervisory Development

- Understand the concepts of workplace motivation and employee engagement and adapt these to your leadership approach.
- Understand the different ways people learn, think, and conceptualize and modify your style in the interest of working most effectively with others.
- Learn strategies to shift from impasse, to resolution, to transformation in workplace conflicts.
- Explore and practice the distinctions between feedback for performance management and coaching for excellence.
- Apply and practice these skills to real workplace scenarios and develop strategies for applying learning to the workplace.

“This training has inspired me to be a better supervisor, to help the employees I supervise succeed, and to share the tools I learned this week.”

TUITION

\$3,350

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSE

Supervisory Development Seminar I: Fundamentals

SUGGESTED FOLLOW-ON COURSES

Conflict Resolution Skills

Managing the Flexible Workplace

Management Development Seminar I and II

For class schedule, please go to www.leadership.opm.gov

12 JUL 2012

Three Ways to Register

1. Register Online at www.leadership.opm.gov

Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.

2. Fax a Registration Form found online. This form can be used for courses at the Federal Executive Institute or Management Development Centers.

3. Contact a Representative Customer Service Office:

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT

Great Leaders for Great Government.

www.leadership.opm.gov

Customer Service Office

888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



Team Development Seminar: Team Building and Team Leadership

The federal government has moved towards a more collaborative and shared leadership model that empowers decision-making at all levels. This seminar is designed to help you develop fundamental skills for effective team participation and acquire a deeper understanding of teams—including the types, uses and interpersonal dynamics of teams. You will study and apply various team strategies, effective team protocols and stages of team development. Emphasis is placed on communication and conflict management styles and how they impact team success, especially during times of stress. Group coaching and other facilitation skills will help ensure focused and productive conflict management, problem solving and decision making.



Build Your Skills for Successful Teamwork

The skills and knowledge acquired in this course are foundational not only to teamwork but to other levels of leadership in the federal government. During the seminar you will:

- Identify how your own styles, strengths and behaviors affect performance in a team.
- Recognize the stages of team development.
- Acquire tools and techniques for effective team facilitation.

CORE DEVELOPMENT

COMPETENCIES

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

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This training facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For information on presenters and day-to-day schedules, please go to www.leadership.opm.gov

“I am committed more than ever to provide the customer service and quality products that reflect positively on my team and supervisor.”

Register Now for the Team Development Seminar

This seminar is designed for team members, team leaders, supervisors and managers who seek to deepen their understanding of teamwork and strengthen their team leadership skills and effectiveness.

Fundamental Skills for Effective Team Dynamics

Simply becoming a member of a team does not guarantee high performance. Chances are the skills and knowledge that make you a successful contributor may not necessarily ensure success as a team member or team leader. During this two week seminar you will learn the basics about what makes teams work, and gain insight on your personal leadership styles and how they translate to teams.

- Learn how to coach for higher performance.
- Reflect on what it means to have “organizational savvy” and how it applies to effective team leadership
- Discover your conflict management styles and how they impact team success

“I learned how I see myself as a leader of a group and how I see myself as a team member. I learned some techniques for working with other individuals in a team.”

TUITION

\$3,500

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the project/team lead track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Leadership Assessment Program Level I
Collaborative Leadership Seminar

SUGGESTED FOLLOW-ON COURSES

Facilitation Skills for Leaders

For information on presenters and day-to-day schedules, please go to www.leadership.opm.gov

9 Aug 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov



Women's Leadership Seminar

Being a woman in a leadership role has its unique challenges and concerns. This seminar addresses these and helps prepare women for senior leadership positions in the Federal Government.

- Explore the myths and facts about women in leadership roles.
- Examine organizational cultures, emotional intelligence, unwritten rules and strategies for overcoming barriers to discover your own leadership style.
- Hear from senior women leaders in Government who have insight into what it takes to be a successful Federal leader.



Discover and Own Your Unique Leadership Style

Small workgroups allow participants to put leadership theory into action by working with peers and leadership experts to develop plans for improving your leadership effectiveness on the job.

SKILL IMMERSION

COMPETENCIES

- Interpersonal Skills
- Influencing/Negotiating
- Leveraging Diversity
- Political Savvy
- Continual Learning

LOCATIONS

Eastern Management Development Center in Shepherdstown, WV

This facility is 70 miles from Washington, DC in the Blue Ridge Mountains above the Potomac River.

Western Management Development Center in Aurora, CO

This facility offers a campus-style learning environment convenient to both Denver and the majestic Rocky Mountains.

For class schedule, please go to www.leadership.opm.gov

“It was great to have so many successful women in the room. It makes you want to go back and work harder to bring more women through the ranks.”

Register Now for the Women's Leadership Seminar

This seminar is designed for managers, supervisors, team leaders and others with leadership responsibilities who are interested in understanding and improving personal leadership skills and effectiveness.

An Examination of the Unique Challenges Faced by Women in Leadership

- Use research and past experience to discuss the challenges women face at work.
- Analyze diverse leadership styles, practices and models.
- Gain insight from other female leaders in Government.
- Strengthen your interpersonal skills and emotional intelligence.
- Understand the unwritten rules of organizational cultures and how to overcome barriers.
- Work within a small group to build an action plan for leadership success and support others during the implementation.

“Meeting other participants and learning how they serve the public reinforced my desire to make a difference.”

TUITION

\$3,500

Tuition includes materials, meals and lodging.

LEAD

This seminar meets the supervisor track requirements of the LEAD Certificate Program.

Leadership Education & Development Certificate Program—A complete leadership development curriculum for current and aspiring government leaders, providing official recognition of achievement at every level. For more info, go to www.leadership.opm.gov/certificates/LEAD/index.aspx

RECOMMENDED PRIOR COURSES

Collaborative Leadership Seminar
Supervisory Development Seminars I and II
Leadership Assessment Program Levels I and II

SUGGESTED FOLLOW-ON COURSES

Management Development Seminars I and II
Executive Development Seminar
Senior Executive Assessment Program

For class schedule, please go to www.leadership.opm.gov

2 JUL 2012

Three Ways to Register

1. [Register Online at www.leadership.opm.gov](http://www.leadership.opm.gov)
Initiate course registration with your Government Purchase Card payment, the fastest way to reserve your space. Use your own agency-specific procurement forms. Once we have received your payment, you will receive confirmation within two business days.
2. [Fax a Registration Form found online](#). This form can be used for courses at the Federal Executive Institute or Management Development Centers.
3. [Contact a Representative for the Customer Service Office](#):
Toll Free: 888-676-9632
Phone: 304-870-8008
Fax: 304-870-8078
TDD/TTY 304-870-8066
Email: register@opm.gov



UNITED STATES OFFICE OF
PERSONNEL MANAGEMENT
Great Leaders for Great Government.
www.leadership.opm.gov

Customer Service Office
888-676-9632 or 304-870-8008
TDD/TTY: 304-870-8066
Fax: 304-870-8078
e-mail: register@opm.gov

FY 2013 Schedule at a Glance

EMDC = Eastern Management Development Center ■ WMDC = Western Management Development Center

Coaching and Mentoring for Excellence
\$3,750 / \$3,250 Alexandria
Oct 22–25, '12.....WMDC
Jan 28–31, '13..... Alexandria, VA
May 13–16, '13EMDC
Jul 29–Aug 1, '13.....WMDC

Collaborative Leadership Seminar
\$5,150
Nov 26–Dec 6, '12EMDC
Apr 29–May 9, '13.....WMDC
Jun 3–13, '13EMDC
Jul 8–18, '13.....WMDC
Sep 16–26, '13EMDC

Communicating Face to Face
\$4,400
Nov 5–8, '12WMDC
Jul 29–Aug 1, '13.....EMDC

Conflict Resolution Skills **PMF**
\$3,750 / \$3,250 Alexandria
Nov 5–8, '12EMDC
Feb 4–7, '13WMDC
May 20–23, '13.....WMDC
Aug 5–8, '13 Alexandria, VA

Crisis Leadership Workshop
\$3,500 / \$3,000 Washington, DC
Oct 15–19, '12..... Washington, DC
Apr 22–26, '13EMDC
Aug 5–9, '13WMDC

Developing Customer-Focused Organizations
\$3,500
Apr 29–May 3, '13.....EMDC
Aug 26–30, '13.....WMDC

Dynamics of Public Policy Seminar
\$5,035
Sep 16–26, '13EMDC

EEO and HR for Supervisors: Everyday Accountability **NEW**
\$950
Nov 6–8, '12 Oakland, CA
Apr 2–4, '13..... Washington, DC
Sep 4–6, '13 Washington, DC

Effective Writing in the Federal Government: Leading with the Written Word **PMF**
\$3,750 / \$3,250 Washington, DC
Oct 29–Nov 1, '12 Washington, DC
Feb 25–28, '13EMDC
Jun 3–6, '13.....WMDC
Sep 9–12, '13.....EMDC

Engaging and Encouraging Employees
\$2,575 / \$2,350 Washington, DC
Nov 13–15, '12EMDC
Apr 2–4, '13..... Washington, DC
Jul 23–25, '13EMDC

We strive to maintain fair and reasonable tuition fees for all our programs. However, because our programs receive no appropriated funds, fees for some seminars are subject to change. Please visit our website at www.leadership.opm.gov to confirm rates, dates and locations, or call our Customer Service Office at 888-676-9632.

Executive Development Seminar: Leading Change
\$6,000
Nov 26–Dec 6, '12EMDC
Feb 25–Mar 7, '13EMDC
Apr 15–25, '13.....EMDC
Jun 10–20, '13.....EMDC
Aug 12–22, '13WMDC
Sep 9–19, '13.....EMDC

Executive Development Seminar—Blended
\$3,800
Jul 8–Aug 29, '13..... Online
Sep 10–12, '13 In-residence EMDC

Extraordinary Leadership
\$2,950 / \$1,950 San Francisco, Washington, DC, and San Antonio
Oct 16–19, '12.....WMDC
Jan 29–Feb 1, '13..... San Francisco, CA
Mar 5–8, '13WMDC
May 7–10, '13EMDC
Jul 9–12, '13..... Washington, DC
Sep 10–13, '13San Antonio, TX

FY 2013 Schedule at a Glance

EMDC = Eastern Management Development Center ■ WMDC = Western Management Development Center

Facilitation Skills for Leaders **PMF**
 \$3,550
 Mar 25–29, '13WMDC
 Jun 24–28, '13EMDC
 Aug 26–30, '13.....EMDC

Federal Budgetary Policies
 and Processes Seminar
 \$5,035
 Apr 8–18, '13.....EMDC

Federal Regulatory Policy Seminar
 \$2,675
 May 20–24, '13.....EMDC

Innovation - Human Centered Design:
 Problem Solving **NEW**
 \$2,500 / \$2,375 Washington, DC
 Nov 14–15, '12EMDC
 May 7–8, '13 Washington, DC
 Sep 4–5, '13.....EMDC

Leadership Assessment
 Program—Level I for Team Leaders and
 Emerging Supervisors **PMF**
 \$5,600
 Oct 15–19, '12.....EMDC
 Dec 10–14, '12EMDC
 Feb 11–15, '13.....EMDC
 Apr 8–12, '13.....WMDC
 Jul 29–Aug 2, '13.....EMDC
 Aug 26–Aug 30, '13EMDC
 Sep 23–27, '13.....WMDC

Leadership Assessment
 Program—Level II for Supervisors
 and Managers
 \$5,350
 Nov 26–30, '12.....WMDC
 Feb 25–Mar 1, '13EMDC
 Apr 29–May 3, '13.....WMDC
 Jun 10–14, '13.....EMDC
 Jul 22–26, '13EMDC
 Sep 16–20, '13WMDC

Leadership Competencies:
 Preparing for the Next Step
 \$3,950
 Nov 5–9, '12EMDC
 Apr 29–May 3, '13.....EMDC

Leadership Skills for
 Non-Supervisors **PMF**
 \$3,750 / \$3,250 San Antonio
 Oct 29–Nov 1, '12.....WMDC
 Dec 10–13, '12EMDC
 Feb 11–14, '13.....EMDC
 Apr 15–18, '13.....WMDC
 Jul 29–Aug 1, '13.....San Antonio, TX
 Sep 23–26, '13EMDC

Management Development
 Seminar I: Leading from the Middle
 \$5,035
 Sep 24–Oct 4, '12WMDC
 Nov 26–Dec 6, '12EMDC
 Mar 11–21, '13.....EMDC
 May 13–23, '13EMDC
 Jun 10–20, '13.....WMDC
 Jul 8–18, '13.....EMDC
 Aug 12–22, '13WMDC
 Sep 16–26, '13EMDC

Management Development
 Seminar II: Leading Organizations
 \$5,300
 Oct 29–Nov 8, '12.....EMDC
 Feb 25–Mar 7, '13EMDC
 Apr 29–May 9, '13.....WMDC
 Jun 3–13, '13EMDC
 Jul 8–18, '13.....WMDC
 Aug 5–15, '13EMDC
 Sep 16–26, '13WMDC

Managing Performance Seminar
 \$2,300
 Aug 6–8, '13 Washington, DC

Managing the Flexible Workplace
 \$2,575 / \$1,650 Washington, DC
 Mar 5–7, '13..... Washington, DC
 Jul 9–11, '13.....EMDC
 Sep 10–12, '13WMDC

National Security Policy
 \$5,035
 Jul 8–18, '13.....EMDC

Performance Budgeting Seminar
 \$2,575
 Jun 18–20, '13.....EMDC

Project Management Principles **PMF**
 \$3,500
 Mar 11–15, '13.....EMDC
 Jul 29–Aug 2, '13.....WMDC

FY 2013 Schedule at a Glance

EMDC = Eastern Management Development Center ■ WMDC = Western Management Development Center

Resiliency Advantage

\$2,575 / \$1,850 in Washington, DC and San Antonio

Nov 13–15, '12EMDC
 Jan 22–24, '13..... Washington, DC
 Feb 19–21, '13.....EMDC
 Mar 12–14, '13.....San Antonio, TX
 Jun 4–6, '13.....EMDC
 Aug 20–22, '13.....WMDC

Science, Technology and Public Policy

\$5,035

Aug 5–15, '13EMDC

Senior Executive Assessment Program

\$6,350

Dec 3–7, '12.....WMDC
 Mar 4–8, '13WMDC
 Jun 3–7, '13WMDC
 Sep 9–13, '13.....WMDC

Supervisory Development Seminar I: Fundamentals

\$3,350

Oct 22–26, '12.....WMDC
 Dec 3–7, '12.....EMDC
 Feb 4–8, '13.....EMDC
 Mar 11–15, '13.....EMDC
 Apr 8–12, '13.....EMDC
 May 13–17, '13WMDC
 Jun 17–21, '13EMDC
 Aug 5–9, '13EMDC
 Sep 16–20, '13WMDC

Supervisory Development Seminar II: Learning to Lead

\$3,350

Oct 29–Nov 1, '12.....WMDC
 Dec 10–13, '12EMDC
 Feb 11–14, '13.....EMDC
 Mar 18–21, '13EMDC
 Apr 15–18, '13.....EMDC
 May 20–23, '13.....WMDC
 Jun 24–27, '13.....EMDC
 Aug 12–15, '13EMDC
 Sep 23–26, '13WMDC

Team Development Seminar PMF

\$4,950

Oct 30–Nov 9, '12.....EMDC
 Apr 16–26, '13WMDC
 Jul 16–26, '13EMDC

Women's Leadership Seminar

\$3,500

Mar 4–8, '13EMDC
 Jun 17–21, '13WMDC

NOTE: The Management Development Centers strive to maintain fair and reasonable tuition fees for all our programs; however, because we receive no appropriated funds, fees for some courses are subject to change. Visit our website to confirm rates. FY 2013 rates do not include Agency Partner discount or local discounts.

Registration for our courses is remarkably simple. Register online, pay with a Government Purchase Card. Sign a single document to complete the transaction and have the funds transferred. Use your own agency-specific procurement forms. We'll use our Federal sector expertise to provide the solutions you need, when you need them and without a protracted contracting process.



1. **Register Online** at the secure Leadership website:
www.leadership.opm.gov

Initiate your course registration online with your Government Purchase Card payment, the fastest way to reserve your space. Once we have received your payment, you will receive your registration confirmation within two business days.

-OR-



2. **Fax the Registration Form.** This form can be used for courses at the Federal Executive Institute or Management Development Centers.

-OR-



3. **Contact a Representative**

Customer Service Office

(Mention Priority Code CAT11)

Toll Free: 888-676-9632

Phone: 304-870-8008

Fax: 304-870-8078

TDD/TTY 304-870-8066

Email: register@opm.gov

What You Need to Know Before Registering

- All registrations are final and nonrefundable.
- You will receive email confirmation of your registration.
- A request for a substitution of a participant may be made up to one week prior to the beginning of a course and will be approved if pre-course work can be completed.
- For assessment seminar registrations, a minimum four weeks lead time is required.
- **Transfer Policy:**
Requests for transfers to another course or session of equal value may be approved up to four weeks prior to the start date of the course. However, your agency will be billed for the original course in which you were scheduled. You must reschedule and complete the alternate session within the current fiscal year.

We strive to maintain fair and reasonable tuition for all our programs. However, because our programs receive no appropriated funds, tuition for some programs are subject to change. Visit our website at www.leadership.opm.gov to confirm rates, or call us at the numbers listed above.

ABOUT THE CENTERS

EASTERN MANAGEMENT DEVELOPMENT CENTER (EMDC)

239 Lowe Drive, Shepherdstown, WV 25443

The EMDC in Shepherdstown, West Virginia, is a self-contained residential training facility. It is located 70 miles from downtown Washington, DC.

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 a way that attracts a diverse and vibrant population. This small cosmopolitan community, with many amenities, meets the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town.

The EMDC combines 168 comfortable private rooms, complete food and beverage services, office space, a 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 and built-in whiteboards. The classrooms are also equipped with networked computers and have breakout rooms.



WESTERN MANAGEMENT DEVELOPMENT CENTER (WMDC)

3151 S. Vaughn Way, Suite 300, Aurora, CO 80014

The WMDC is a campus-style learning environment convenient to both the Denver metropolitan area 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 enjoy complete food and beverage services. Classrooms and breakout rooms are spacious, comfortable and well-equipped. The Center offers computer facilities, access to a full-service fitness center and places for informal gathering to foster reflection, conversation and networking.

Additionally, the city 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 systems for hiking and aquatic pursuits. Aurora also boasts a mild and dry climate with more than 310 days of sunshine a year.



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Customer Service Office

Voice: 888-676-9632 or 304-870-8008

TDD/TTY: 304-870-8066

Fax: 304-870-8078

e-mail: register@opm.gov



www.leadership.opm.gov

United States Office of Personnel Management
Management Development Centers
239 Lowe Drive
Shepherdstown, WV 25443