

# OPM Federal Supervisory & Managerial Training Framework

The OPM Training Framework (effective September 2015) provides direction on the development of individuals in aspiring leader, team leader, supervisory, managerial and executive positions as well as those who have been identified as potential candidates. The Framework outlines 'mandatory training' and 'recommended competency development' and includes overarching topics which encompass critical HR-related technical knowledge represented as sub-headings. The entire Framework can be found at [OPM Federal Supervisory & Managerial Training Framework](#). The OPM & DOI Policy which replaces the previous supervisor training policy "Personnel Bulletin No. 06-04 (412)" can be found at [2017 – Supervisor Bulletin – DOI & OPM Policy](#).

What follows is a listing of all categories in the OPM Framework with a matrix for each category listing each competency for U.S. Fish & Wildlife Service employees with examples of courses and training solutions. Additional examples for training solutions and developmental opportunities can be found by accessing The Leadership Connection program on the NCTC web site (available in April 2017).

As a special note, new supervisors in their first 12 months (to achieve 40 hours of training), should attend the Supervisory Skills Workshop and:

- Complete the online course called Staffing Your Organization - OLT104;
- Complete the on line course called Performance Based Interviewing (SkillsSoft);
- Complete 4 Hours of EEO training (check with your Regional EEO Office to determine what qualifies), and;
- Read the Recruitment section in the [Manager's Survival Guide](#).

Currently, DOI requires new supervisors to complete 80 hours of training in their first two years. For Fish & Wildlife Service new supervisors, the 40 hours of training in the second year should be determined by IDP (Individualized Development Plan) discussions between the new supervisor and his/her supervisor. The selection of specific training courses and developmental opportunities should be based on (and customized according to) the specific needs of the new supervisor in their second year.

To further understand terms used throughout this document, click here for [definitions of team leader, supervisor and manager](#).

## **Aspiring Leader / Team Leader**

(recommended competency development)

### **Leadership Competencies:**

- Team Building
- Technical Credibility
- Conflict Management
- Problem Solving
- Accountability
- Decisiveness

### **Fundamental Competencies:**

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

## Aspiring Leader / Team Leader (recommended competency development)

Leadership Competencies	NCTC courses which satisfy this recommended competency development:
Team Building	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> <li><input type="checkbox"/> Elements Of A Cohesive Team – SkillSoft On Line</li> </ul>
Technical Credibility	<ul style="list-style-type: none"> <li><input type="checkbox"/> Participants should choose among courses in their field of technical expertise from NCTC classroom based or on line courses identified on the NCTC web site; especially courses with prefixes with CSP or ALC.</li> </ul>
Conflict Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Managing &amp; Leveraging Conflict (NCTC's The Supervisory Update – Episode 4) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Accountability	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Managing Employee Performance (NCTC on line course DOI-SUPR OLT 105)</li> <li><input type="checkbox"/> Conduct &amp; Performance Based Actions (NCTC on line course – DOI-SUPR-OLT 106)</li> <li><input type="checkbox"/> Supervisory Ethics (NCTC on line course – DOI-SUPR-OLT 103)</li> <li><input type="checkbox"/> Delegating &amp; Redirecting Employees (NCTC's The Supervisory Update – Episode 3) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Writing Critical Elements and Performance Standards (NCTC's The Supervisory Update – Episode 6) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Time Management: Analyzing Your Use Of Time - SkillSoft On Line</li> <li><input type="checkbox"/> Time Management: Planning And Prioritizing Your Time – SkillSoft On Line</li> </ul>
Decisiveness	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Introduction To Structured Decision Making – ALC3171</li> </ul>
<b>Fundamental Competencies</b>	
Interpersonal Skills	<ul style="list-style-type: none"> <li><input type="checkbox"/> Discover Your Service: Foundations – LED5240</li> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Crucial Conversations – LED5153</li> <li><input type="checkbox"/> Inspiring Leadership Through Emotional Intelligence – LED5030</li> <li><input type="checkbox"/> Leading At The Speed Of Trust – LED5029</li> </ul>
Oral Communication	<ul style="list-style-type: none"> <li><input type="checkbox"/> Discover Your Service: Foundations – LED5240</li> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Crucial Conversations – LED5153</li> </ul>

	<input type="checkbox"/> Difficult Conversations (HR University on line) hru.gov <input type="checkbox"/> Leading Effective Meetings NCTC's Supervisory Update Episode 7 <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a>
Integrity / Honesty	<input type="checkbox"/> Discover Your Service: Foundations – LED5240 <input type="checkbox"/> Supervisory Ethics - NCTC on line course – DOI-SUPR – OLT 103 <input type="checkbox"/> Introduction To Team Leadership – LED6176
Written Communication	<input type="checkbox"/> Clear Correspondence – CLM8202 <input type="checkbox"/> Writing With Clarity – CLM8201 <input type="checkbox"/> Critical Writing / Critical Thinking – CLM3167
Continual Learning	<input type="checkbox"/> Introduction To Team Leadership – LED6176 <input type="checkbox"/> Supervisory Skills Workshop – BLM/FWS/NPS – SUP SKILLS <input type="checkbox"/> Career Planning & The IDP (NCTC on line course)
Public Service Motivation	<input type="checkbox"/> Discover Your Service: Foundations – LED5240 <input type="checkbox"/> Creating & Sustaining A Customer Focused Organization (SkillSoft On Line) <input type="checkbox"/> Merit Systems Principles & Prohibited Personnel Practices on line course – DOI – SUPR OLT 102 (pre-requisite to Introduction To Team Leadership)

## **New Supervisor - First 3 Months**

Critical Transition\* (mandatory training)

### **HR-Related Technical Knowledge**

- Merit Systems Principles
- Prohibited Personnel Practices
- Hiring
  - Workforce Planning
  - Recruitment
  - Interviewing Skills
  - Selection
- Pay and Leave Policy
  - Time & Attendance
  - Managing HR Information Systems
- Telework Policy
- Reasonable Accommodations

HR-Related Technical Knowledge	NCTC courses which satisfy this recommended competency development:
Merit System Principles	<ul style="list-style-type: none"> <li><input type="checkbox"/> Merit System Principles &amp; PPP - NCTC on line course DOI-SUPV-OLT 102</li> <li><input type="checkbox"/> Supervisory Ethics - NCTC on line course DOI-SUPR-OLT 103</li> </ul>
Prohibited Personnel Practices	<ul style="list-style-type: none"> <li><input type="checkbox"/> Merit System Principles &amp; PPP - NCTC on line course DOI-SUPV-OLT 102</li> </ul>
Hiring: Workforce Planning	<ul style="list-style-type: none"> <li><input type="checkbox"/> Staffing Your Organization - NCTC on line DOI-SUPR OLT 104</li> <li><input type="checkbox"/> Review Material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> The Hiring Process (NCTC's The Supervisory Update – Episode 4) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> </ul>
Hiring: Recruitment	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> <a href="https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf">https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf</a> (Review “Section 2 Recruitment”)</li> </ul>
Interviewing Skills	<ul style="list-style-type: none"> <li><input type="checkbox"/> Performance Based Interviewing - SkillSoft On Line</li> <li><input type="checkbox"/> Effective Interviewing #HR0232 – SkillSoft On Line</li> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> </ul>
Hiring: Selection	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> <a href="https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf">https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf</a> (Review “Section 2 Recruitment”)</li> <li><input type="checkbox"/> Selecting The Best Applicant #HR0233 – SkillSoft On Line</li> </ul>
Pay & Leave Policy: Includes time/attendance and managing HR Info	<ul style="list-style-type: none"> <li><input type="checkbox"/> Pay and Leave for Supervisors - NCTC on line course DOI-SUPV-OLT 109</li> </ul>
Telework Policy	<ul style="list-style-type: none"> <li><input type="checkbox"/> Telework 101 For Managers at <a href="http://hru.gov/course_catalog.aspx?cid=77">http://hru.gov/course_catalog.aspx?cid=77</a></li> </ul>
Reasonable Accommodations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Each FWS employee should refer to their Region's EEO recommendations and guidelines on accepted courses.</li> <li><input type="checkbox"/> A Road Map To Success: Hiring, Retaining and Including People With Disabilities - HR U at <a href="http://www.hru.gov">www.hru.gov</a></li> </ul>

## **New Supervisor - First Year**

(recommended competency development)

### **Leadership Competencies**

- Human Capital Management
- Leveraging Diversity
- Developing Others
- Strategic Thinking
- Conflict Management
- Creativity & Innovation
- Customer Service
- Team Building
- Financial Management (Federal Budget Process)

### **HR-Related Technical Knowledge**

Employee Relations

- Workplace Violence Prevention and Response

Labor Relations

Classification

- Writing Position Descriptions

Talent Management

- Employee Engagement
- Emotional Intelligence
- Promotions & Incentives
- Work Life Balance

Employee Onboarding

### **Organizational Performance Management**

Aligning Performance objectives with Agency Goals

Aligning Office Goals with Agency Strategic Goals

Leadership Competencies	NCTC courses which satisfy this recommended competency development:
Human Capital Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPV-OLT105</li> <li><input type="checkbox"/> Conduct &amp; Performance-Based Actions - NCTC on line course DOI-SUPV-OLT 106</li> <li><input type="checkbox"/> Staffing Your Organization - NCTC on line DOI-SUPR-OLT 104</li> </ul>
Leveraging Diversity	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Leveraging Diversity - NCTC on line course DOI-SUPV-OLT 107</li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> </ul>
Developing Others	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career Planning &amp; The IDP - NCTC on line course</li> <li><input type="checkbox"/> The Role of the Supervisor - NCTC on line course DOI-SUPV-OLT 101</li> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Delegating &amp; Redirecting Employees (NCTC's The Supervisory Update – Episode 3) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Coach For Success: How To Hold Performance Conversations Like A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></li> </ul>
Strategic Thinking	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> Developing The Capacity To Think Strategically – SkillSoft On line</li> <li><input type="checkbox"/> Developing The Strategic Thinking Skill of Seeing The Big Picture – SkillSoft On line</li> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> </ul>
Conflict Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Managing &amp; Leveraging Conflict (NCTC's The Supervisory Update – Episode 4) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> </ul>
Creativity & Innovation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership (LED 6176)</li> <li><input type="checkbox"/> Creative Approaches For Innovative Solutions (HR University at <a href="http://www.hre.gov">www.hre.gov</a>)</li> <li><input type="checkbox"/> Generating Creative &amp; Innovative Ideas: Enhancing Your Creativity – SkillSoft on line</li> <li><input type="checkbox"/> Generating Creative &amp; Innovative Ideas: Maximizing Team Capacity – SkillSoft on line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creating and Sustaining A Customer Focused Organization – SkillSoft on line</li> <li><input type="checkbox"/> Customer Service Fundamentals: Building Rapport In Customer Relationships – SkillSoft on line</li> <li><input type="checkbox"/> Team and Customer Relationships - SkillSoft on line</li> </ul>
Team Building	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership - LED 6176</li> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> <li><input type="checkbox"/> Coach For Success: How To Hold Performance Conversations Like</li> </ul>

	<p>A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> <li><input type="checkbox"/> Elements Of A Cohesive Team – SkillSoft On Line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Financial Management (Federal Budget Process)	<ul style="list-style-type: none"> <li><input type="checkbox"/> DOI University - Budget Analyst's Essential Guide to Formulation, Justification and Execution (24 Hours)</li> <li><input type="checkbox"/> DOI University - Understanding Budget Formulation and Execution (32 Hours)</li> <li><input type="checkbox"/> The Supervisory Update (Episodes 10, 11, &amp; 12) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Introduction To Program Management – SkillSoft on line</li> </ul>
<b>HR-Related Technical Knowledge</b>	
Employee Relations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPV-OLT105</li> <li><input type="checkbox"/> Conduct &amp; Performance-Based Actions - NCTC on line course DOI-SUPV-OLT 106</li> <li><input type="checkbox"/> Basic Employee Relations (on line course through HR University at <a href="http://www.hru.gov">www.hru.gov</a>)</li> <li><input type="checkbox"/> Grievance Procedures For Supervisors - SkillSoft on line</li> </ul>
Workplace Violence Prevention and Response	<ul style="list-style-type: none"> <li><input type="checkbox"/> Workplace Violence Awareness Training (HR University at <a href="http://www.hru.gov">www.hru.gov</a>)</li> <li><input type="checkbox"/> Safety For Supervisors DOI-SUPV-OLT 0007</li> </ul>
Labor Relations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Basic Employee Relations (on line course through HR University at <a href="http://www.hru.gov">www.hru.gov</a>)</li> <li><input type="checkbox"/> FLRA Basic Statutory Training (HR University at <a href="http://www.hru.gov">www.hru.gov</a>)</li> <li><input type="checkbox"/> Employment and Labor Law – LAW 0103 – SkillSoft On Line</li> </ul>
Classification	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> </ul>
Writing Position Descriptions	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> </ul>
Talent Management: Employee Engagement	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Motivating Employees (NCTC's The Supervisory Update – Episode 2) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Coach For Success: How To Hold Performance Conversations Like A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Emotional Intelligence	<ul style="list-style-type: none"> <li><input type="checkbox"/> Inspiring Leadership Through Emotional Intelligence - LED5153</li> </ul>
Promotions & Incentives	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> DOI Rewards &amp; Recognition Program (review 224 FW 3 and 4 at FWS Service Manual 200 Series) at <a href="http://www.fws.gov/policy">www.fws.gov/policy</a></li> </ul>
Work Life Balance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Benefits and Work Life Programs at <a href="https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf">https://training.fws.gov/courses/references/job-aids/supervisors/documents/ManagersSurvivalGuidetoHumanCapital.pdf</a></li> <li><input type="checkbox"/> SkillsSoft on line course called Achieving Work Life Balance</li> </ul>
Employee Onboarding	<ul style="list-style-type: none"> <li><input type="checkbox"/> Under Development by Regional Project Team &amp; NCTC (to be completed by March 2017)</li> </ul>
<b>Organizational Performance Management</b>	
Aligning Performance Objectives with Agency Goals	<ul style="list-style-type: none"> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPR-OLT 105</li> <li><input type="checkbox"/> Recruitment Strategies - <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> </ul>
Aligning Office Goals with Agency Strategic Goals	<ul style="list-style-type: none"> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPR-OLT 105</li> <li><input type="checkbox"/> Recruitment Strategies - <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a></li> <li><input type="checkbox"/> Coach For Success: How To Hold Performance Conversations Like A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></li> </ul>

## **Mandatory Training**

### **For All Employees**

- No FEAR ACT
- Ethics Awareness
- IT Security Awareness
- Equal Employment Opportunity
- Performance Management
- Occupational Safety & Health
- Plain Writing Act
- Safeguard Against Breach of PII

### **For Supervisors, Managers and SES**

- USERRA
- Veteran's Employment
- Drug Free Workplace
- Employing Individuals With Disabilities
- Telework Policy

### **Performance Management Required by 5CFR Part 412**

- Conducting Performance Appraisals
- Handling Unacceptable Performance
- Mentoring Employees
- Improving Employee Performance & Productivity

<b>Mandatory training topic in the OPM Federal Supervisory and Managerial Training Framework</b>	<b>Courses which satisfy this mandatory training:</b>
<b>For All Employees</b>	
No FEAR Act	<input type="checkbox"/> DOI required on line training called Discrimination & Whistleblowing In The Workplace
Ethics Awareness	<input type="checkbox"/> Review DOI Standards Of Conduct within 3 months of hire at <a href="https://www.doi.gov/ethics">https://www.doi.gov/ethics</a> <input type="checkbox"/> Supervisors are required to also complete the course called Supervisory Ethics DOI-SUPV-OLT 103
IT Security Awareness	<input type="checkbox"/> Complete annual DOI required training called Federal Information Systems Security Awareness (FISSA +)
Equal Employment Opportunity	<input type="checkbox"/> Each employee of the FWS should consult with their Regional EEO Office to identify acceptable courses that satisfy this requirement.
Performance Management	<input type="checkbox"/> Overview of Performance Management - HR University at <a href="http://www.hru.gov">www.hru.gov</a> <input type="checkbox"/> Career Planning & The IDP (NCTC On line course)
Occupational Safety & Health	<input type="checkbox"/> Safety For Supervisors DOI-SUPR OLT 0007 <input type="checkbox"/> HR University at <a href="http://www.hru.gov">www.hru.gov</a> is identifying a course to satisfy this requirement. Under development to be completed by April 2017.
Plain Writing Act	<input type="checkbox"/> How To Write An Effective Self-Report on Accomplishments (HR University at <a href="http://www.hru.gov">www.hru.gov</a> ) <input type="checkbox"/> Writing With Clarity – CLM8201
Safeguarding Against Breach of PII	<input type="checkbox"/> Complete annual DOI required training called Federal Information Systems Security Awareness (FISSA +)
<b>For Supervisors, Managers and SES</b>	
USERRA & Veteran's Employment	<input type="checkbox"/> Online course posted on the NCTC website as part of the Supervisory References & Resources: <a href="#">Uniformed Services Employment and Reemployment Rights Act (USERRA) - 2016</a> <a href="#">Veteran Employment Training for Hiring Managers - 2016</a>
Drug Free Workplace	<input type="checkbox"/> Online prerequisite course to the SSW called Safety For Supervisors DOI-SURP-OLT 0007
Employing Individuals With Disabilities	<input type="checkbox"/> For FWS, each Region has its own specific requirement for what satisfies ADA and EEO training. Most Regions have them posted on their HR site.
Telework Policy	<input type="checkbox"/> Telework 101 For Managers at <a href="http://hru.gov/course_catalog.aspx?cid=77">http://hru.gov/course_catalog.aspx?cid=77</a>
<b>Performance Management Required by 5CFR Part 412</b>	
Conducting Performance Appraisals	<input type="checkbox"/> Addressed in the Supervisory Skills Workshop BLM/FWS/NPS – SUP SKILLS and the online

	<p>prerequisite course to SSW called “Managing Employee Performance” DOI-SUPR OLT105</p> <ul style="list-style-type: none"> <li>□ Writing Critical Elements and Performance Standards (NCTC’s The Supervisory Update – Episode 6) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li>□ As refresher training, every 3 years employees can attend Advanced Supervision: Building on Experience at NCTC LED6166.</li> <li>□ Coach For Success: How To Hold Performance Conversations Like A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></li> </ul>
Handling Unacceptable Performance	<ul style="list-style-type: none"> <li>□ Addressed in the Supervisory Skills Workshop BLM/FWS/NPS – SUP SKILLS and the online prerequisite course to SSW called “Conduct &amp; Performance Based Actions” – DOI-SUPR-OLT106</li> <li>□ As refresher training, every 3 years employees can attend Advanced Supervision: Building on Experience at NCTC LED6166.</li> </ul>
Mentoring & Coaching Employees	<ul style="list-style-type: none"> <li>□ Addressed in the Supervisory Skills Workshop BLM/FWS/NPS – SUP SKILLS and the online prerequisite course to SSW called “Managing Employee Performance”. – DOI-SUPR OLT 105</li> <li>□ As refresher training, every 3 years employees can attend Advanced Supervision: Building on Experience at NCTC LED6166.</li> <li>□ Coach For Success: How To Hold Performance Conversations Like A Pro (HR University On Line) at <a href="http://www.hru.gov">www.hru.gov</a></li> <li>□ Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Improving Employee Performance and Productivity	<ul style="list-style-type: none"> <li>□ Addressed in the Supervisory Skills Workshop BLM/FWS/NPS – SUP SKILLS and the online prerequisite course to SSW called “The Role Of The Supervisor” – DOI-SUPR OLT 101</li> <li>□ Episode 7 of The Supervisory Update at <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li>□ As refresher training, every 3 years employees can attend Advanced Supervision: Building on Experience at NCTC LED6166.</li> </ul>

## OPM Federal Managerial Training Framework

New Manager First Year (Critical Transition*)	Training Options
<b>Managing Self</b>	
Time Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Time Management: Analyzing Your Use Of Time - SkillSoft on line</li> <li><input type="checkbox"/> Time Management: Planning And Prioritizing Your Time – SkillSoft on line</li> </ul>
Personal Accountability	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> <li><input type="checkbox"/> Managing Employee Performance (NCTC on line course DOI-SUPR OLT 105)</li> <li><input type="checkbox"/> Supervisory Ethics (NCTC on line course – DOI-SUPR-OLT 103)</li> <li><input type="checkbox"/> Delegating &amp; Redirecting Employees (NCTC’s The Supervisory Update – Episode 3) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Writing Critical Elements and Performance Standards (NCTC’s The Supervisory Update – Episode 6) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Time Management: Analyzing Your Use Of Time - SkillSoft On Line</li> <li><input type="checkbox"/> Time Management: Planning And Prioritizing Your Time – SkillSoft On Line</li> </ul>
<b>Managing Others</b>	
Delegation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Delegating &amp; Redirecting Employees (NCTC’s The Supervisory Update – Episode 3) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Introduction To Team Leadership – LED6176</li> </ul>
Communicating Priorities	<ul style="list-style-type: none"> <li><input type="checkbox"/> Managing Employee Performance (NCTC on line course DOI-SUPR OLT 105)</li> <li><input type="checkbox"/> Writing Critical Elements and Performance Standards (NCTC’s The Supervisory Update – Episode 6) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> </ul>
<b>Leadership Competencies</b>	
Technology Management	<p>(Focuses on the degree to which the manager utilizes available technology in all forms to accomplish work in the PD).</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Getting Results Without Authority: Building Relationships In An Instant – SkillSoft on line</li> <li><input type="checkbox"/> Article/Publication – The Key To Successful Technology Management – (Access this through NCTC The Leadership</li> </ul>

	<p>Connection program)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> HR University at <a href="http://www.hru.gov">www.hru.gov</a> is currently developing an on line course. Pilot date TBD.</li> </ul>
Leveraging Diversity	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Leveraging Diversity - NCTC on line course DOI-SUPV-OLT 107</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Supervisory Update (Episodes 10, 11, &amp; 12) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Introduction To Program Management – SkillSoft on line</li> <li><input type="checkbox"/> Employees should contact their Regional Budget &amp; Finance Office for FBMS functions and applications.</li> </ul>
Creativity & Innovation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Team Leadership (LED 6176)</li> <li><input type="checkbox"/> Creative Approaches For Innovative Solutions (HR University at <a href="http://www.hre.gov">www.hre.gov</a>)</li> <li><input type="checkbox"/> Generating Creative &amp; Innovative Ideas: Enhancing Your Creativity – SkillSoft on line</li> <li><input type="checkbox"/> Generating Creative &amp; Innovative Ideas: Maximizing Team Capacity – SkillSoft on line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Political Savvy	<ul style="list-style-type: none"> <li><input type="checkbox"/> Understanding Organizational Power and Politics – SkillSoft on line</li> </ul>
Partnering	<ul style="list-style-type: none"> <li><input type="checkbox"/> Partnership Academy: Managing by Network – NCTC on line</li> </ul>
Human Capital Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPV-OLT105</li> <li><input type="checkbox"/> Conduct &amp; Performance-Based Actions - NCTC on line course DOI-SUPV-OLT 106</li> <li><input type="checkbox"/> Staffing Your Organization - NCTC on line DOI-SUPR-OLT 104</li> </ul>
<b>Experienced Manager</b>	
<b>Managing Self</b>	
Emotional Intelligence	<ul style="list-style-type: none"> <li><input type="checkbox"/> Inspiring Leadership Through Emotional Intelligence – LED5030</li> </ul>
Adaptability (Flexibility)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> <li><input type="checkbox"/> Understanding Organizational Change – SkillSoft on line</li> <li><input type="checkbox"/> Achieving Goals Through Perseverance and Resilience – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Building Positive Support For Change – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Sustaining Organizational Change - SkillSoft on line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
<b>Managing Others</b>	
Fostering Employee Engagement	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Motivating Employees (NCTC’s The Supervisory Update –</li> </ul>

	<p>Episode 2) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> <li><input type="checkbox"/> Elements Of A Cohesive Team – SkillSoft On Line</li> <li><input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line</li> </ul>
Developing Coaching & Feedback (Developing Others)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Career Planning &amp; The IDP - NCTC on line course</li> <li><input type="checkbox"/> The Role of the Supervisor - NCTC on line course DOI-SUPV-OLT 101</li> <li><input type="checkbox"/> Supervisory Skills Workshop - BLM/FWS/NPS – SUP SKILLS</li> <li><input type="checkbox"/> Delegating &amp; Redirecting Employees (NCTC’s The Supervisory Update – Episode 3) <a href="https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html">https://nctc.fws.gov/courses/references/job-aids/supervisors/update/index.html</a></li> <li><input type="checkbox"/> Managing Employee Performance - NCTC on line course DOI-SUPV-OLT 105</li> <li><input type="checkbox"/> Elements Of A Cohesive Team – SkillSoft On Line</li> </ul>
<b>Managing Organizational Systems</b>	
Program Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Program Management – SkillSoft on line</li> <li><input type="checkbox"/> Leading Teams: Motivating &amp; Optimizing Performance – SkillSoft On Line</li> </ul>
Change Management	<ul style="list-style-type: none"> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> <li><input type="checkbox"/> Understanding Organizational Change – SkillSoft on line</li> <li><input type="checkbox"/> Achieving Goals Through Perseverance and Resilience – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Building Positive Support For Change – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Sustaining Organizational Change - SkillSoft on line</li> </ul>
Systems Thinking	<ul style="list-style-type: none"> <li><input type="checkbox"/> Developing The Capacity To Think Strategically – SkillSoft on line</li> <li><input type="checkbox"/> Developing The Strategic Thinking Skill of Seeing The Big Picture – SkillSoft on line</li> </ul>
Complex Decision Making (Decisiveness)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction To Structured Decision Making – ALC3171</li> </ul>
<b>Leadership Competencies</b>	
Resilience	<ul style="list-style-type: none"> <li><input type="checkbox"/> Change Management – NCTC On Line OLT 0015</li> <li><input type="checkbox"/> Developing Character For Perseverance and Resilience – SkillSoft on line</li> <li><input type="checkbox"/> Understanding Organizational Change – SkillSoft on line</li> <li><input type="checkbox"/> Achieving Goals Through Perseverance and Resilience – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Building Positive Support For Change – SkillSoft on line</li> <li><input type="checkbox"/> Managing Change: Sustaining Organizational Change - SkillSoft on line</li> </ul>
Influencing / Negotiating	<ul style="list-style-type: none"> <li><input type="checkbox"/> Negotiation Skills For Conservation Professionals – CLM8135</li> </ul>

	<input type="checkbox"/> Leading Teams: Motivating & Optimizing Performance – SkillSoft On Line <input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line
<b>Senior Manager</b>	
<b>Leadership Competencies</b>	
External Awareness	<input type="checkbox"/> Competitive Awareness and Strategy – SkillSoft on line <input type="checkbox"/> Increasing Competitiveness Through Collaboration – SkillSoft on line <input type="checkbox"/> Introduction To Business Analysis and Essential Competencies - SkillSoft on line <input type="checkbox"/> Congressional Operations Seminar – CLM8196 <input type="checkbox"/> Project Leader Academy – LED6201 <input type="checkbox"/> Stepping Up To Leadership – LED6072 <input type="checkbox"/> Advanced Leadership Development program – LED6078
Strategic Thinking	<input type="checkbox"/> Review material at <a href="https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx">https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx</a> <input type="checkbox"/> Developing The Capacity To Think Strategically – SkillSoft on line <input type="checkbox"/> Developing The Strategic Thinking Skill of Seeing The Big Picture – SkillSoft on line <input type="checkbox"/> Project Leader Academy – LED6201 <input type="checkbox"/> Stepping Up To Leadership – LED6072 <input type="checkbox"/> Advanced Leadership Development program – LED6078 <input type="checkbox"/> Change Management – NCTC On Line OLT 0015
Entrepreneurship	<input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft on line <input type="checkbox"/> Managing from Within: Self-Empowerment - SkillSoft on line <input type="checkbox"/> Creative Approaches For Innovative Solutions (HR University at <a href="http://www.hre.gov">www.hre.gov</a> ) <input type="checkbox"/> Generating Creative & Innovative Ideas: Enhancing Your Creativity – SkillSoft on line <input type="checkbox"/> Generating Creative & Innovative Ideas: Maximizing Team Capacity – SkillSoft on line
Vision	<input type="checkbox"/> Communicating A Shared Vision – SkillSoft on line <input type="checkbox"/> Leadership Essentials; Communicating Vision - SkillSoft on line <input type="checkbox"/> Project Leader Academy – LED6201 <input type="checkbox"/> Stepping Up To Leadership – LED6072 <input type="checkbox"/> Advanced Leadership Development program – LED6078 <input type="checkbox"/> Leadership Essentials: Leading Innovation – SkillSoft On Line

*Important: The “Mandatory Training” competencies and topics for the OPM Federal Managerial Training framework (above) is the exact same as the Supervisory Training Framework. For training and development options for the Managerial Training Framework, please see the Supervisory Training Framework.*

## **Supplemental Training Options For Supervisors**

Categories of Job Announcements and Veterans

<http://www.moaa.org/Content/Benefits-and-Discounts/Transition-and-Careers/Job-Seeker-Tools-and-Resources/Applying-for-a-Federal-Job-After-Military-Service.aspx>

Veterans Preference In Federal Hiring

<http://www.moaa.org/Content/Benefits-and-Discounts/Transition-and-Careers/Job-Seeker-Tools-and-Resources/Veterans--Preference-in-Federal-Hiring.aspx>