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Government to Government:
OPM's Center for Leadership Capacity
Services Helps Agencies Develop the
Next Generation of Federal Managers



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Government to Government: OPM's Center for Leadership Capacity Services Helps Agencies Develop the Next Generation of Federal Managers

The federal government faces one of its greatest challenges over the next decade – 60 percent of the federal government workforce will be eligible to retire.

At the same time, federal leaders are being stretched to unprecedented levels as they adapt to a changing environment that includes: overseeing virtual workers; increased specialization; demands for collaboration within and across agencies; demands for efficiency and transparency; and a culturally diverse workforce that spans four generations. In this environment, the need for contemporary training and development programs that prepare the next generation of leadership has never been greater.

Recognizing this growing need and to fulfill its mission statement – *To ensure the federal government has an effective civilian workforce* – the U.S. Office of Personnel Management (OPM) is taking deliberate action to deliver programs to help agencies develop leaders with the appropriate competencies necessary for success in the 21st century.

Operating through its Center for Leadership Capacity Services (CLCS), OPM offers a full catalog of training and development seminars that *develop leaders committed to public service values through learning that measurably transforms individuals and organizations.*

If the mission sounds ambitious, that's because it is. Designing programs that connect with individuals at all levels of their career requires a comprehensive perspective, one that understands the necessity of transforming a leader from a tactician who aligns resources and implements strategy to a visionary who inspires organizations.

CLCS seminars are unique because they introduce and develop contemporary management competencies from the perspective of the federal government. By

focusing relentlessly on the customer and delivering an educational experience relevant to the government environment, CLCS provides unmatched value to the federal workforce.

Background

As agencies go, OPM is a relative new kid on the block. It was created in 1978 as part of the Civil Service Reform Act which divided the U.S. Civil Service Commission into the Merit Systems Protection Board, the Equal Employment Opportunity Commission, the Federal Labor Relations Authority and finally, the U.S. Office of Personnel Management, which serves as the human resource agency for the federal government.

For most federal employees, OPM is seen as the agency that manages and administers their health and benefits packages. Beyond this, OPM establishes policy to provide the framework for agencies' personnel selection, retention, development and promotion.

Included within this framework is a series of directives requiring agencies to articulate their plans for succession management. These directives include the Chief Human Capital Officers (CHCO) Act of 2002 and the Federal Workforce Flexibility Act of 2004.

The CHCO Act established agency Chief Human Capital Officers and requires them to develop and manage strategic human capital plans which align HR policies with the agency's mission and strategic goals. In these human capital plans, agencies are expected to include a strategy for continuous learning to ensure succession planning needs of the agency are being met.

The Federal Workforce Flexibility Act establishes that agencies must consult

with OPM in developing a comprehensive succession management strategy which provides employees with training opportunities to develop them as future managers.

As a result of these directives, succession planning objectives that once were matters of good policy and forward thinking management are now matters of law. As such, agencies are required to establish, as part of their annual budgeting, line items for training and development.

In 1968, the Federal Executive Institute opened its doors in Charlottesville, Virginia. Since that time, additional development centers have been opened in Shepherdstown, West Virginia, and Aurora, Colorado. Each year, approximately 15,000 federal managers attend seminars in residence at these three centers.

Through its seminars, the Center for Leadership Capacity Services develops great leaders for great government. To do this, CLCS serves as a clearinghouse for organizational knowledge. By fostering a collaborative environment focusing on team building and problem-solving, students learn by doing and teaching. By sharing their insights, seminar attendees are exposed to broader perspectives effectively adding to their wealth of experience. As a result of this "government to government" approach, CLCS has been intimately involved in understanding and addressing challenges within the federal bureaucracy for 40 years.

This federal perspective sets CLCS seminars apart from training provided through the private sector. CLCS further distinguishes itself by developing and delivering a curriculum founded upon

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public service values and rooted in the Constitution of the United States. CLCS helps individuals map a leadership journey and building in them the competencies envisioned in the Federal Executive Core Qualifications (ECQs).

Experience, Expertise and the Agency Partner Advantage

On the surface, CLCS leadership and management programs may seem comparable to similar programs in the private and public sectors, but with 40 years of helping agencies groom future leaders, CLCS provides training that is ideally suited for the particular needs of the federal government. The values-based training programs are “government to government;” instructors know government standards, procedures, and needs better than those at any other leadership training institution. Seminars are led by the most qualified educators and are hosted at conveniently located state-of-the-art facilities nationwide, or even by request at client sites. Customer assessments, repeat enrollments and requests for custom-designed services prove CLCS’ success and agency customers’ loyalty.

The Foundation 40 Years as Government’s Preferred Training Group

Advantages which separate CLCS from the competition include the quality and background of educators at its three locations, a values- and Constitution-based learning approach, a comprehensive training program for the full duration of a participant’s leadership journey, and a shared sense of responsibility in the quality of training for fellow government employees. In addition to these, there is one principle that allows CLCS a unique advantage: a learning environment built upon a foundation of proven Executive Core Qualifications.

ECQs are based upon extensive OPM

The Executive Core Qualifications

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

studies that include more than 8,000 executives, managers, and supervisors in the federal government. Results of the surveys point to five traits, or core qualifications essential for effective leaders, and these now form the basis for all CLCS leadership training. Because these well-tested ECQs provide the foundation for the CLCS learning approach, customers can be confident the leadership training they receive is relevant, effective and specifically tailored for success in government.

According to Renee Roman, the Director of CLCS, Executive Core Qualifications influence emerging leadership programs for new managers, as well as programs for the most seasoned executives. “These qualifications have been identified as essential to effective leadership at all levels in the federal government; therefore, our programs are really designed around them. This allows our customers not only to learn them, but build upon them as a foundation and truly develop effective leadership and management skills.”

As part of a federal agency, all CLCS programs share a common goal to provide measurable improvement for fellow government employees. This develops a level of trust and synergy between CLCS and agencies not found in many other programs. According to Dr. Leslie Pollack, Director of Succession Planning Programs, the unique nature of the programs and their affiliation with government benefits both CLCS and the customer.

“Government agencies like working with our centers. Because we are government, we know government, including applicable laws and regulations, and we know how to deliver in a government environment. It all adds up to a powerful and effective learning environment, as well as a real benefit for the federal government.”

Finally, because CLCS programs are fundamentally based on the U.S. Constitution, values-based leadership plays a large part in the experience at a CLCS learning center. Dignity, respect, and proper stewardship of taxpayer dollars are central to all programs and remain essential for successful and responsible leadership in the federal government.

CLCS Educators Instructors, Exemplars and Mentors

CLCS training programs bring together many talented and seasoned educators and speakers from around the country who have extensive experience working with or in government. Participants are not just learning leadership qualities through rich research materials, thoughtful discussion, and practice; they are learning from veteran federal managers who provide direct government leadership lessons not available through other programs. CLCS educators hold advanced degrees, have been published widely, and are highly respected in their fields and within the agencies. Often CLCS incorporates influential policymakers to bring expertise to a particular program.

Center Locations

World-Class Environments for Focused Learning

CLCS leadership and management programs are conducted at three strategically located facilities in unique settings across the country: The Federal Executive Institute in Charlottesville, Virginia; the Eastern Management Development Center in Shepherdstown, West Virginia; and the Western

Management Development Center in Aurora, Colorado. These facilities offer the latest business technologies, tension-relieving amenities, and contemplative natural and historic settings – all conducive to focused learning and renewing and restoring participants, both intellectually and physically. The CLCS learning experience reinforces a whole-person approach to development. The centers are uniquely designed and situated to facilitate a comprehensive growth experience for participants.

Despite their differences in geography and history, the centers maintain a similar philosophy and theme. Programs are not focused solely in a classroom environment. Field experiences to nearby instructive sites are often incorporated to demonstrate practical, real-world examples of leadership successes and failures throughout history.

Federal Executive Institute in Charlottesville, VA

The Federal Executive Institute (FEI) in Charlottesville, Virginia, is a campus setting near the University of Virginia and the Blue Ridge Mountains. Located approximately two hours southwest of Washington, D.C., FEI is removed from the constant interruptions of daily work. The modern 14-acre campus is in the heart of a bustling university community surrounded by beautiful woods and rolling hills.



The Federal Executive Institute in Charlottesville, Virginia

Participants stay in comfortable, private guest rooms and enjoy complete food and beverage services. Seminars are presented in fully-equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center and basketball and volleyball courts. In addition to the Susan B. Anthony Library, there is quiet space for walking, relaxing and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and was the home of three of the Nation's first five presidents: Thomas Jefferson, James Madison and James Monroe.



The Eastern Management Development Center in Shepherdstown, West Virginia

Eastern Management Development Center in Shepherdstown, WV

The Eastern Management Development Center (EMDC) in Shepherdstown, West Virginia, is a self-contained residential training facility. It is located 70 miles from downtown Washington, D.C.

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 has many amenities and 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

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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 also are equipped with networked computers and several breakout rooms to complement the classroom forum when small group sessions are advantageous to deeper learning.

Western Management Development Center in Aurora, CO

The Western Management Development Center (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



The Western Management Development Center in Aurora, Colorado

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 gatherings 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.



The view near the Western Management Development Center in the Rocky Mountains

Three Lines of Business Diverse Approaches, Common Goals

There are three distinct lines of business that comprise CLCS leadership programs: Succession Planning and Custom Solutions; Leadership and Management; and, Executive Leadership. Although all three offer different areas of focus, they all center and build upon the Executive Core Qualifications and Constitutional-based values. Because they share similar themes and values, CLCS is able to create and deliver on a comprehensive leadership framework with training throughout all levels of management. Programs begin with emerging leaders and continue for the most experienced leaders. Because CLCS business lines offer a comprehensive set of programs, managers can return and gain experience throughout their careers.

The Succession Planning and Custom Solutions (SPCS) line of business provides programs tailored to meet the needs of an agency, rather than one individual. Its focus is the organization rather than the individual. Whereas other CLCS lines of business offer executive, leadership, and management seminars for a particular individual, SPCS works to develop levels of leadership in a comprehensive fashion but customized to meet an agency's specific need relative to improving overall organizational performance. Entire programs can be brought to a particular agency and then tailored to the needs of the organization. SPCS programs frequently involve organizational interventions that highlight unique developmental needs for the individual agency customer. SPCS has enjoyed a marked increase in growth during the past five years largely as a result of recent and significant Government realignments that blended unique agency missions and cultures into more cohesive communities of practice.

In addition to the custom solutions, SPCS also offers government-wide programs which allow on-the-job training. These programs, the Presidential Management Fellows (PMF) Program and the Federal Candidate Development Program (Fed CDP) greatly benefit agencies by developing pipelines of



Federal Executive Institute attendees in a small group discussion.

talented leaders and managers for the federal government. The PMF program, started in 1977, attracts top graduate students from around the country. Fellows receive intensive training, mentoring, and education, as well as hands-on experience within agencies. CLCS also works with agencies to retain the fellows in their respective agencies, allowing the hard work and training to directly benefit the federal workforce for the long term. Similarly, Fed CDP takes leaders already in the federal government who are just below the Senior Executive Service level and provides training, education, mentoring and coaching to refine and expand their skills for executive-level responsibility and success.

The Leadership and Management (L&M) line of business focuses on new leaders, middle managers and more experienced leaders, including emerging executives. Participants in Leadership and Management programs not only learn new and effective leadership skills, but also are able to interact and demonstrate new abilities with emerging leaders throughout the federal government.

L&M courses specifically designed for new leaders or those being considered for leadership positions allow participants to engage in important development opportunities they may not be able to explore in their jobs. Charles Cranford, the

Director of CLCS's Leadership and Management Line of Business, believes the public policy courses for new leaders give an overall understanding of government policy. "We have an entire line of programs based upon government policy," he said. "These lessons are important for leaders, yet they may not be available to them in their current positions."

New or emerging managers will discover a mandate to lead, develop effective communication and feedback skills, and learn strategic leadership skills, such as influencing, negotiating, goal setting and problem solving. More seasoned managers looking to gain executive experience will find courses that will allow them to transition from experienced managers to more effective leaders. Participants will improve negotiating techniques, practice political savvy, and improve innovation and creativity. Small group forums are used extensively to demonstrate new skills and techniques. Finally, participants will learn coaching and mentoring skills to grow and develop future leaders under their immediate supervision.

The Executive Line of Business includes programs for emerging executives, newer executives and seasoned executives. CLCS Executive Line courses offer an experience covering all necessary aspects of an

executive's life. Executive courses, in particular, have been offered and refined by OPM for 40 years. Many attendees are repeat customers who have participated in other leadership programs in the past, and have returned to further their leadership and executive skills.

Courses in the Executive Line focus on leadership at the top level of the federal government. Participants gain a broader understanding of the Constitution and how it applies to today's government. They also learn how to advance organizational and agency-wide performance, as well as understand global issues and how they may affect their agency's mission.

In addition to world-class courses, educators, and leadership journeys outside the centers, participants experience a personal wellness program that deals with other aspects of their lives as an executive. Issues such as personal well-being, health and lifestyle are all addressed, including stress management and nutrition information, which are important to participants inside and outside the workplace. According to Kevin Marshall, the Director of CLCS's Federal Executive Institute, this holistic approach is necessary to develop effective government executives. "You have to have balance in your life to be an effective executive," he said. "Family life, spiritual life, personal wellness and work life are all important. Therefore, we ensure participants practice overall stability to allow them to be successful throughout their careers."

Although courses can be taken individually in any of CLCS's three distinct lines of business and may range from as little as one or two days to as long as four weeks, they really are best utilized as a multi-phased, career-long leadership development journey. As such, CLCS is able to travel the leadership journey with customers from the beginning of management through years of leadership and executive experience. Individuals are continuously reshaping and refining themselves to the ever-changing needs of their agency. This comprehensive approach allows the individual, their organization and CLCS to mutually benefit, as all parties gain trust and familiarity.

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Taking the LEAD

New Challenges Call for New Paths

Recognizing that aspiring government leaders need a roadmap to help them determine which seminars best develop the competencies necessary to succeed within the federal environment, the new Leadership Education and Development (LEAD) Certificate Program offers a clear path through four levels of leadership: Project/Team Lead, Supervisor, Manager, and Executive.

"The OPM LEAD Certificate Program is designed to help federal leaders take the guess work out of identifying which leadership training programs are most relevant for their level of leadership. Each certificate level will allow federal leaders to assess their leadership effectiveness, create a personalized development plan, and develop themselves in areas critical for leadership success," says Dr. Steven Frieman, a Program Director for OPM's Center for Leadership Capacity Services, who was instrumental in designing the LEAD certificate program.

The OPM LEAD certificate program acknowledges the developmental efforts of government employees by providing official recognition of achievement at each level of development.

Measurable Effects

Proof Positive of ROI to Customer Agencies

According to Bud Paulson, Director of CLCS's Western Management Development Center, one of the best measures of effectiveness is the return business and expansion in the relationship CLCS cultivates with organizations and agencies. "Frequently when we work with agencies, we start programs for a particular level of leadership, and after we deliver results and a real value, agencies will ask us for additional services. We are then able to expand our efforts and effectiveness and include other levels of leadership in their organization because of our relationship."

CLCS also takes a more direct approach

to measure the effectiveness of its programs. In addition to traditional feedback surveys, CLCS sends another survey to participants three months after they have completed their course. This allows CLCS to truly gauge a participant's experience. Questions include whether the program has changed the way they look at their job, whether they are using the information learned, and whether it has helped them become more effective on the job. These surveys enable CLCS to evaluate the on-the-job effectiveness of their programs at participants' workplaces.

Additionally, CLCS sends evaluations to supervisors asking whether they have seen changes in their employees' attitudes, performance, or ability to relate to people in the office. CLCS also asks supervisors to suggest skills and topics they would like to see addressed in seminars. According to Kevin Marshall, Director of the Federal Executive Institute, CLCS considers input from supervisors as a valuable tool to improve the programs. "The evaluation with the participant helps us judge whether what they have learned will stay with them and help them in their leadership journey. The evaluation with their supervisor helps us adjust our courses to fit the needs of our customers. We would like to help give them the skills and abilities they need in their workplace. CLCS looks at both the participants and their supervisors as our customers."

This kind of careful follow-through embodies the relationship and benefits of CLCS's "government to government" philosophy. CLCS welcomes the input of supervisors and agencies and is able to adapt and work not only for them, but also with them to structure and fine-tune the programs they offer. This process, structured as a dependant relationship between federal agencies and OPM, allows CLCS programs to offer what no one else can.

On The Leadership Journey

We're with You All the Way

Whether you are a new leader attending a Leadership and Management course to gain additional skills and hone leadership potential, or a seasoned executive returning to enhance your entire organization's

performance, OPM's Center for Leadership Capacity Services has a program to help you excel.

Renee Roman, CLCS's Director, characterizes the government leader's dedication to lifelong learning as a "leadership journey," with CLCS offering vital direction. "We see our role as providing a compass for individuals to navigate the leadership journey in federal government. As federal executives ourselves, we know the problems and challenges they face, and our seminar offerings show it. No other executive or management training can help government leaders become better oriented to, and prepared for, the federal workplace of the future."

It is this philosophy that defines CLCS. It is with this philosophy that OPM and CLCS ask government leaders to choose wisely when considering their ongoing leadership development, and to select programs that will benefit themselves, their coworkers, their organization and the federal government as a whole.

Roman takes pride in the CLCS learning curriculum. "We do, indeed, have a lot to show for our 40 years of service. The quality and variety of our seminars; our knowledgeable, experienced, and insightful instructors; the most up-to-date, well-researched information on federal policies, mandates, and procedures; and, the national and international issues they address. We are especially proud of the accomplishments of thousands of our satisfied, transformed, successful graduates. We honor their ongoing commitment to public service by providing all the resources and tools they need to continue to learn, to manage and to lead." ■

For more information about these training opportunities, please utilize the contact information below.

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