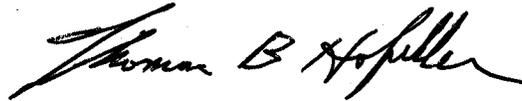


For: FSA National Office, Kansas City, St. Louis, and APFO Supervisors

**Leadership Development Program for National Office,
Kansas City, St. Louis, and APFO Supervisors**

Approved by: Associate Administrator for Operations and Management



1 Overview

A Background

In September 2006, the Director of OPM issued “Guidelines for Managerial Development”, noting the following:

- under the President’s Management Agenda, leadership is considered a Government-wide “mission critical occupation,” and agencies have established goals to close leadership competency gaps through their quarterly and annual “Proud To Be” commitments
- Federal Human Capital Survey Results for 2004 indicated a need for improved Federal leadership, even as we face the impending retirement of many current Federal leaders.

“Guidelines for Managerial Development” outlined the following criteria for designing Leadership Development Programs:

- clear linkage to organizational strategy, goals, and values

Note: Modifications should be made as needed to:

- incorporate emerging trends and new requirements
- ensure continued alignment.
- clear linkage to Government-wide leadership competencies and Executive Core Qualifications, as well as agency-specific core requirements, to ensure that the training provided fosters a broad agency and Government-wide perspective

Disposal Date	Distribution
February 1, 2009	All FSA National Office, Kansas City, St. Louis, and APFO supervisors

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1 Overview (Continued)

A Background (Continued)

- top-level commitment as demonstrated by dedicating adequate resources by:
 - ensuring active involvement of higher-level officials in the development of their managerial subordinates
 - serving as positive role models, mentors, and teachers for leadership
- integration with other related human capital management processes, such as succession planning, talent management, and performance management

Note: 5 U.S.C. 4121 requires agencies to establish comprehensive management succession programs.

- thorough needs analysis based on an identification of competency gaps and current mission or business goals and challenges
- systematic evaluation of the extent of learning, its application, impact, and, where feasible, its return on investment.

Based on the criteria set forth in the “Guidelines for Managerial Development”, FSA developed a Leadership Development Program for National Office, Kansas City, St. Louis, and APFO supervisors. The pilot of the new program began October 3, 2007, and ended December 6, 2007.

B Purpose

This notice:

- announces the new Leadership Development Program for National Office, Kansas City, St. Louis, and APFO supervisors
- advises that the Leadership Development Program is mandatory for new National Office, Kansas City, St. Louis, and APFO supervisors, effective retroactively to January 1, 2007.

2 Requirement for New National Office, Kansas City, St. Louis, and APFO Supervisors

A Coverage

While all National Office, Kansas City, St. Louis, and APFO supervisors are encouraged to participate, the Leadership Development Program will be mandatory for all new supervisors effective January 1, 2007. New supervisors who have already completed their 80-hour training requirement may request a waiver from their respective Deputy Administrator.

3 Program Content

A Development

HRD began the design phase of the Leadership Development Program with the following questions.

- What is it that makes one technical expert a better manager than another?
- What do the best managers do differently?
- How do they motivate their employees to deliver exceptional products, and how do they get that extra discretionary effort from them that is becoming increasingly important as our resources are becoming more limited?
- How do we provide that place for our managers to step back from their program delivery responsibilities and begin to see themselves differently as leaders?

To assess the most critical leadership development needs, and consistent with OPM guidelines, HRD interviewed many of FSA's senior leaders with the following questions to gather their thoughts around these issues.

- What is a supervisor's greatest challenge in providing leadership to their subordinate employees?
- What is a typical week like for an FSA supervisor, including administrative duties, managerial functions, internal and external interactions, technical guidance, and leadership responsibilities?
- What are the top four or five most critical leadership responsibilities for supervisors in FSA? Are managers well-equipped to carry out those responsibilities?
- In what domains of management and/or leadership do supervisors usually become immersed, and in what domains do things usually get pushed further down the list of priorities?
- What leadership competencies are most critical for success in FSA managerial positions?
- What leadership challenges will FSA supervisors face in the next 3-5 years for which they may not be prepared?
- What skills will they need to face those future challenges?
- In what areas are FSA managers most in need of leadership development?

3 Program Content (Continued)

A Development (Continued)

The content of these interviews led to common themes of what successful leadership looks like for FSA supervisors. Once those themes were captured, HRD assessed which of the OPM Leadership Competencies were most important to that model of successful leadership, and designed the Leadership Development Program to support those competencies. Of the 34 leadership competencies, 22 are directly supported through the Leadership Development Program.

B Schedule and Curriculum

The Leadership Development Program content is divided into 3 parts, with each part being delivered in 3-day courses at approximately 6-week intervals. Program curriculum contains the following.

- Part 1: “So What Have I Gotten Myself Into?” (3 days)
 - Transitioning to a New Role
 - Best Practices in Managing
 - The FSA Framework for Leadership Excellence
 - Leading Self First
 - Your Legacy as a Leader
- Part 2: “So What Do I Do?” (3 days)
 - Engaging Your Employees
 - Putting Your Strengths to Work
 - Communicating Effectively
 - Developing Others
 - Coaching
 - Recognizing Your Employees
 - Setting the Tone
- Part 3: “So How Do I Thrive?” (3 days)
 - Managing Performance
 - Political Savvy
 - Influencing Others
 - Building Alliances
 - Managing Competing Priorities
 - Delegating
 - Managing Yourself in Conflict
 - Resilience
 - Invitation to Excellence

3 Program Content (Continued)

C Program Requirements

In addition to full attendance at each of the 9 days of classroom instruction, the following will be required for participants to receive credit for completing the Leadership Development Program training:

- pre-reading of 2 assigned books in preparation for the program content
- completing the Clifton StrengthsFinder instrument
- 4 hours of one-on-one strengths and leadership coaching
- completing the AgLearn Performance Management Training for supervisors
- journaling assignments
- final paper.

Once all requirements have been completed, participants will be credited with 62 hours of their 80-hour training requirement.

4 Annual Delivery

A Frequency and Location

The Leadership Development Program will be delivered at least once annually in both Washington, DC and Kansas City to ensure that all new supervisors have the opportunity to complete their training requirement. As necessary, additional programs may be scheduled to accommodate other supervisors who wish to increase their leadership competencies.

B Dates for 2008

The Leadership Development Program will be delivered in:

- Washington, DC on the following dates:
 - March 11-13, 2008
 - April 22-24, 2008
 - June 3-5, 2008
- Kansas City on the following dates:
 - March 25-27, 2008
 - May 6-8, 2008
 - June 17-19, 2008.

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5 Future Guidelines

A 6-PM

The requirements around the Leadership Development Program will be incorporated in the next 6-PM revision.

B HRD Web Site

Dates, reading assignments, and other course logistics will be kept up-to-date on the HRD web site at <http://www.fsa.usda.gov/FSA/hrdapp?area=offices&subject=landing&topic=landing>.

6 Contact Information

A Contacts

Questions about the course content and requirements may be directed to Joanna Barlow, HRD at 202-401-0225.

Supervisors wanting to sign up for the 2008 programs may e-mail Tracey Foster, HRD at tracey.foster@wdc.usda.gov.