

## Level 3 – DLA Supervisor Certification Program

### Available Training Courses:

#### Required:

- DLA Online Human Resources Management (HRM) Supervisory Training
- Applied Human Resources Management (HRM) (taken within first year of probationary period)
- Leadership Education and Development, LEAD (taken within first year of probationary period)
- Behavior Based Interviewing (Prerequisite: Preparing for the Behavior Based Interview)
- Multi-Source Feedback Survey and One-on-One Executive Coaching
- Ninth House Network (11 courses required)

#### Electives:

- Peer Coaching
- It's About Time: Time Management for Supervisors That Makes Sense
- Civil Treatment for Supervisors
- The Legal Record for Supervisors
- SkillSoft Courses

### DLA Online Human Resources Management (HRM) Supervisory Training

*Course length: Approximately 15 hours*

*Course number: LDR-DLA HRM*

#### Description:

These on-line modules present basic concepts and regulatory information in federal civilian human resources management. The modules are a prerequisite for the Applied HRM for Supervisors course. Currently there are 18 modules in the training course, ranging in duration from 15 minutes to one hour each, that address the following subject matter areas:

Alternative Dispute Resolution  
Attendance and Leave  
Career Planning and Development  
Classification  
Conduct and Discipline  
Workplace Violence Prevention  
Drug Testing  
Fair Labor Standards Act  
Incentive Awards and Motivation  
Injury Compensation  
Merit Promotion  
Merit Systems Principles  
Performance Management  
Personnel Security  
Reduction in Force  
Pay Setting and Compensation  
Employee Relations  
Labor Relations

Completion of the online modules would appropriately be followed by the Applied HRM for Supervisors course that explores the basic concepts in more depth and applies them to real-world situations.

**Who should attend:** This training is targeted to all new supervisors, in addition to aspiring supervisors and other individuals interested in learning more about HRM. It also serves as a valuable resource for seasoned supervisors and military that wish to refresh their knowledge of basic Federal civilian HRM concepts and requirements. This is a mandatory course for the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** None

### **DLA Applied HRM for Supervisors Course**

**Course length:** 5 days

**Course number:** DTC08CLS004

**Description:** This 5-day vendor-delivered course builds upon and expands the basic Federal civilian HRM concepts and information introduced in the DLA Online HRM Modules. Through individual and group exercises, case studies, role-playing and other activities, supervisors understand their roles and responsibilities in managing human resources. Course content and individual activities focus on all human resource management functional areas, to include: designing the organization and individual positions; workforce planning, interviewing, and employee development; managing performance; coaching, counseling, and redirecting conduct and performance; effectively managing leave and attendance; supervising under a negotiated union agreement; resolving disputes, complaints and grievances; and accomplishing supervisory duties in a fair and legal manner.

**Who should attend:** All Newly appointed supervisors and military assigned to DLA. This is a mandatory course for the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** DLA Online HRM Modules

### **Leadership Education and Development (LEAD)**

**Course length:** 4 days

**Course number:** DTC08CLS005

**Description:**

LEAD is a dynamic, fast-paced, and fun 36-hour program that involves individual and group participation and interpersonal interaction, along with short individual assignments. There is very little lecture. In fact, you do not even need to bring the book you get to class—just yourself and an open mind. You will learn the course content by participating in group activities, feedback/discussion sessions, and assessments that will allow you to “experience” what you are learning.

**Who should attend:** All newly appointed supervisors and military assigned to DLA. This is a mandatory course for the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** DLA Online HRM Supervisory Training Modules

## Behavior-Based Interviewing (BBI)

*Course length: 1 day*

*Course number: HR-BBILT*

### **Description:**

This one day course is the instructor-led portion of the Behavior-Based Interviewing requirement (see prerequisite below). This course teaches participants how to conduct a behavior-based interview and covers topics such as doing a job analysis, determining the core competencies, and benchmarks for a job and identifying behaviors that indicate competency possession. Participants will write and then practice asking behavior-based questions and clarification questions in an interview setting. Participants will also practice rating the interview and selecting a candidate.

**Who should attend:** DLA supervisors who have not completed the class previously, this course should be completed by probationary supervisors during their participation in the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** Completion of SkillSoft online course LDR-HR0213, Preparing for the Behavior Based Interview

## Multi-Source Feedback and One-on-One Executive Coaching

*Course length: 8 hours (4 one-hour telephone coaching session and pre-session homework/preparation)*

*Course number: DTC08CL006*

### **Description:**

Level 3 supervisors participate in Multi-Source Feedback (MSF), a 360 degree assessment tool, two times: at the end of the first year of supervision and again at the end of the second year of supervision. The MSF survey solicits feedback from the supervisor's direct reports, peers, boss, and internal/external customers. Supervisors are then matched with an executive coach to review the MSF feedback, discuss business challenges, and develop an action plan. The MSF and one-on-one coaching facilitate supervisors to develop in ways that make a significant difference to both themselves in their growth as leaders, and also to DLA as an organization.

**Who should attend:** This is a mandatory component of the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** Participation in Multi-Source Feedback and appointment in the Level 3 DLA Supervisor Certification Program

## Ninth House Network (NHN)

**Description:** This on-line leadership development program offers a cost-effective, accessible, and continuous learning experience focused on today's most critical business and leadership issues. Supervisors must complete 11 courses in NHN, with courses ranging in length from 45 minutes to over 6 hours. An additional 15 ½ hours of other NHN courses are optional, and can be completed at the supervisor's discretion and credited toward the self-development elective requirement. Current NHN courses that are required for the Tier II program are:

- Building Community
- Forging Breakthroughs
- Getting Things Done
- High-Impact Hiring
- Managing Change

- Optimizing Team Performance
- Partnering for Results
- Reframing Change
- Resolving Interpersonal Issues
- Retaining and Engaging Talent
- Situational Leadership.

Optional courses include:

- Capturing Brand You
- Innovation WOW Projects
- Navigating Change
- Self-Management
- Technology and Innovation
- Virtual Teams

**Who should attend:** This is a mandatory component of the Level 3 DLA Supervisor Certification Program.

**Prerequisite:** Participation in the Level 3 DLA Supervisor Certification Program

### Peer Coaching

*Course length: 20 hours (14 hours of classroom instruction, followed by six 1-hour telephone sessions)*

*Course number: LDR-Peer Coaching*

#### Description:

This optional 1 ½ day course is designed to sharpen a supervisor’s coaching and communication skills, plus expand the supervisor’s support network with other peer supervisors across the agency. At the end of the 2-day classroom session, students will be assigned to small groups called “peer coaching teams.” These teams will meet (by teleconference call) once a month - for a period of six months. Each teleconference call will be 1-hour long and will be facilitated by the course instructor. During the call there will be a short educational session in a specific communication and coaching topic, followed by a confidential group discussion focused on shared leadership challenges and possible solutions/approaches. Topics covered in the course (both the 2-day classroom session and the six follow-on teleconference calls) include the following: Your Coaching Style; Utilizing a Coaching Process Model; Coaching Geographically Dispersed Employees; Building Trust; Clarifying Goals & Expectations; Delegating with Clear Requests; Providing Clear and Direct Feedback; Requesting Feedback and Reflecting. Assessment used: What’s My Coaching Style?

**Who should attend:** This is an optional component of the Level 3 DLA Supervisor Certification Program, with the time creditable toward the self-development elective requirement.

**Prerequisite:** Appointment in the Level 3 DLA Supervisor Certification Program.

### It’s About Time: Time Management for Supervisors That Makes Sense

*Course length: 2.5 days*

*Course number: LDR-IATTMSTMS*

#### Description:

This 2 ½ day course provides real-world tips, tools and techniques to help supervisors get the most out of their limited time and resources. At the end of the course, students will emerge with various planning

documents/templates, a personal time management action plan, and a time partnership with another classmate. **Topics covered in the course** include the following: Habits & Behaviors That Cost Time; Getting Organized; Utilizing Outlook and Managing Email; Planning & Prioritizing; Delegating; Enhancing Employee Accountability; Conducting Productive Meetings; Managing Up, Down, and Across the Organization; Learning to Say “No.”

**Who should attend:** This is an optional component of the Level 3 DLA Supervisor Certification Program, with the time creditable toward the self-development elective requirement.

**Prerequisite:** Appointment in the Level 3 DLA Supervisor Certification Program

### **Civil Treatment for Supervisors**

**Course length:** 1-day

**Course number:** LDR-CTFS

**Course description:** This course is an optional component of the Level III DLA Supervisor Certification Program, with time creditable toward the self-development elective requirement. This course is highly interactive, video vignette-based, and focused on skill-building. The course establishes a foundation for legal, professional workplace behavior that help organizations communicate policy and responsibilities for preventing, detecting, and correcting workplace harassment, sexual harassment, discrimination, and other inappropriate behaviors. The course covers a range of issues addressed within two primary themes: Workplace Environment and Business Decisions. Topics include the following: sexual harassment other forms of harassment; national origin discrimination issues; discrimination (race, age, gender, disability, pregnancy, and religious); retaliation/protected protest; abusive behavior; employee accommodations (ADA, FMLA, religious); unjust dismissal; fair hiring, selection, and promotion; workplace violence.

**Who should attend:** This is an optional component of the Level 3 DLA Supervisor Certification Program, with the time creditable toward the self-development elective requirement.

**Prerequisite:** Appointment in the Level 3 DLA Supervisor Certification Program

### **The Legal Record for Supervisors**

**Course length:** 1-day

**Course number:** LDR-LRFS

**Course description:** This optional 1-day course is highly interactive, video vignette-based, and focused on skill-building. The course teaches supervisors a model for fact-finding/inquiry and steps for creating documentation records that are accurate, fair, and useful in making business decisions and taking personnel actions. The course includes the following topics: the significance of accurate documentation; fact vs. speculation; model for fact-finding; witness credibility; using existing documentation; and creating new documentation.

**Who should attend:** This is an optional component of the Level 3 DLA Supervisor Certification Program, with the time creditable toward the self-development elective requirement.

**Prerequisite:** Appointment in the Level 3 DLA Supervisor Certification Program