

Level 1

Available Training Courses:

- Everyone is a Leader
- Is Supervision for You?
- The Myers-Briggs Type Indicator
- Understanding and Managing Conflict

Everyone is a Leader

Course length: 1 day

Course number: DTC10CS005

Description:

Regardless of job title, everyone is a leader in some aspect of their life. Whether we lead at work, at home, or in our community, there are certain skills that can help us be a positive influence for the people around us. This one day course introduces non-supervisory personnel to some of the essential knowledge and skills a leader must possess including:

- Defining leadership and management
- Describing their current leadership role
- Displaying effective followership characteristics
- Identifying leadership opportunities
- Practicing key leadership skills
- Recognizing the importance of good communication in achieving exemplary leadership
- Connecting the importance of managing conflict to effective leadership
- Exhibiting increased tolerance and respect for all kinds of diversity
- Planning the development of their leadership skills

Who Should Attend: Anyone at DLA.

Is Supervision for You?

Course length: 1 day

Course number: DTC10CLS011

Description:

This course is meant to provide you with the realities of being a supervisor. It will present you with the realities of being a supervisor: the good, the bad, and the in-between. Participants will be able to determine if being a DLA supervisor is a career for them to pursue, learn about a supervisor's responsibilities and duties, list the knowledge and skills required of supervision, cite the pros and cons of being a supervisor, and create a plan to develop personal supervisory skills.

Who Should Attend: Anyone at DLA that is not currently a supervisor or manager (i.e., is a front line contributor), who believes he or she might want to become a supervisor.

Prerequisite: None

Understanding and Managing Conflict

Course length: 1 day

Course number: DTC09CLS029

Description:

Conflict is unavoidable, but it does not have to be destructive. This engaging and highly interactive course builds on one of the most popular components of the 4-day Leadership Education and Development (LEAD) course.

The cornerstone of the Understanding and Managing Conflict course is the Strength Deployment Inventory (SDI). Using the results of the SDI self-assessment, students will explore the motivations that drive their own behavior. With increased self-awareness, and a better understanding of what motivates the behavior of others, students can more readily recognize potential sources of conflict. They can then adapt their own behavior in ways that minimize the potential for destructive conflict, and enhance the probability of attaining mutually productive outcomes. This course can be particularly helpful for intact teams and work groups that want to improve communication and team effectiveness.

Who Should Attend: This course is designed for non-supervisors and experienced supervisors who have not completed the DLA Tier II/ Level 3 Supervisor Certification Program. This course can be customized and conducted for intact teams and work groups that want to explore the strengths within the team, potential sources of conflict and miscommunication, and ways for enhancing overall group effectiveness.

Prerequisite: None

The Myers-Briggs Type Indicator (MBTI)

Course length: 1 day

Course number: DTC10CLS006

Description:

What's your type? If you have ever heard someone say "I'm an INTP" and did not know what they meant, then this course is for you. The MBTI is a widely used instrument for assessing and understanding individual personality preferences. It can be valuable for anyone who wants to improve relationships, increase team performance, improve communication, or help resolve conflict.

Participants will complete the MBTI online prior to class. Results and interpretation will be received during the class.

Who Should Attend: This program is appropriate for all personnel. It may be especially valuable for use with intact teams.

Prerequisite: None

Level 2

Available Training Courses:

Required/Recommended:

- Leading Teams and Projects (required for team leaders, recommended for project leaders)

Elective:

- Everyone is a Leader
- Is Supervision for You?
- Situational Leadership
- The Myers-Briggs Type Indicator
- Understanding and Managing Conflict

Leading Teams and Projects

Course length: 2 days

Course number: DTC11CLS012

Description:

This is an introductory-level leadership course which uses a variety of teaching methods to examine some of the critical competencies that an effective leader must possess. These competencies include accountability, developing others, leveraging diversity, influencing and negotiating, and teambuilding

Who should attend:

This is a mandatory course for DLA Team Leaders and recommended for Project Leaders

Everyone is a Leader

Course length: 1 day

Course number: DTC10CS005

Description:

Regardless of job title, everyone is a leader in some aspect of their life. Whether we lead at work, at home, or in our community, there are certain skills that can help us be a positive influence for the people around us. This one day course introduces non-supervisory personnel to some of the essential knowledge and skills a leader must possess including:

- Defining leadership and management
- Describing their current leadership role
- Displaying effective followership characteristics
- Identifying leadership opportunities
- Practicing key leadership skills
- Recognizing the importance of good communication in achieving exemplary leadership
- Connecting the importance of managing conflict to effective leadership
- Exhibiting increased tolerance and respect for all kinds of diversity
- Planning the development of their leadership skills

Who Should Attend: Anyone at DLA that is not currently a supervisor or manager (i.e., is a front line contributor), who believes he or she might want to become a supervisor.

Prerequisite: None

Is Supervision for You?

Course length: 1 day

Course number: DTC10CLS011

Description:

This course will provide the participant with an opportunity to critically consider the question “is a supervisory position right for me?” as it applies to their own career planning. Through this course, the participant will be exposed to the DLA managerial competencies, and gain a better understanding of how those competencies are translated into the everyday responsibilities of a DLA supervisor. Participants will have the opportunity to assess their own leadership and supervisory skills during this course to help them determine if a career in supervision is a good fit for them.

This course is not intended to actually build leadership skills. It is designed to allow the participant to assess their talents and to seriously consider their desire for a career move into supervision. Participants will leave with a clearer understanding of their career direction.

Who Should Attend: This course is designed for nonsupervisory employees who are considering an eventual move in to the supervisory career field.

Prerequisite: None

Situational Leadership

Course length: 1/2 day

Course number: DTC10CLS004

Description:

This half-day course introduced the concepts of Situational Leadership. Each participant will complete the Leader Behavior Analysis II (LBAII), an assessment to help individuals determine their preferred leadership style, their secondary style, and their developing leadership style. The participants will also discuss how to apply the results of their LBAII to become more effective leaders by adapting their style to the needs of their employees and teams.

Who should attend: Team leads, supervisors, managers, supervisors who have not attended the DLA Leadership Education and Development (LEAD) course.

Note: This course is not intended for current ELDP Level 3 Program participants.

Prerequisite: None

Understanding and Managing Conflict

Course length: 1 day

Course number: DTC09CLS029

Description:

Conflict is unavoidable, but it does not have to be destructive. This engaging and highly interactive course builds on one of the most popular components of the 4-day Leadership Education and Development (LEAD) course.

The cornerstone of the Understanding and Managing Conflict course is the Strength Deployment Inventory (SDI). Using the results of the SDI self-assessment, students will explore the motivations that drive their own behavior.

With increased self-awareness, and a better understanding of what motivates the behavior of others, students can more readily recognize potential sources of conflict. They can then adapt their own behavior in ways that minimize the potential for destructive conflict, and enhance the probability of attaining mutually productive outcomes. This course can be particularly helpful for intact teams and work groups that want to improve communication and team effectiveness.

Who should attend: This course is designed for non-supervisors and experienced supervisors who have not completed the DLA Tier II/ Level III Supervisor Certification Program. This course can be customized and conducted for intact teams and work groups that want to explore the strengths within the team, potential sources of conflict and miscommunication, and ways for enhancing overall group effectiveness.

Note: This course is not intended for current ELDP Level 3 Program participants or for persons who have completed the LEAD course.

Prerequisite: None

The Myers-Briggs Type Indicator (MBTI)

Course length: 1 day

Course number: DTC10CLS006

Description:

What's your type? If you have ever heard someone say "I'm an INTP" and did not know what they meant, then this course is for you. The MBTI is a widely used instrument for assessing and understanding individual personality preferences. It can be valuable for anyone who wants to improve relationships, increase team performance, improve communication, or help resolve conflict.

Participants will complete the MBTI online prior to class. Results and interpretation will be received during the class.

Who Should Attend: This program is appropriate for all personnel. It may be especially valuable for use with intact teams.

Prerequisite: None

Prerequisite: None

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

Level 4

Available Training Courses:

Required:

- Transitioning to Manager (required for those transitioning to a managerial level)
- 1-on-1 Executive Coaching for Newly Appointed Managers (required for those transitioning to a managerial level)

Elective:

- DLA Supervisors Human Resource Management (HRM) Refresher Training
- 1-on-1 Executive Coaching (optional for seasoned supervisors/managers)
- The MBTI for Leaders
- Situational Leadership

Transitioning to Manager

Course length: 2 days

Course number: DTC11CLS011

Description:

This course is designed to assist new managers as they make the transition from their previous role as a supervisor. When you are promoted to manager, you assume greater responsibilities for your team, work unit, and organizational results. Your challenges are more complex and your leadership role is recognized as central to meeting those challenges. This course examines some of the critical competencies that an effective manager must possess. These competencies include external awareness, interpersonal skills, partnering, political savvy, and strategic thinking.

Prerequisite: None

The Myers-Briggs Type Indicator (MBTI) for Leaders:

Develop More Effective Leaders of Every Personality Type

Course length: 1 day

Course number: DTC11CLS015

Description:

Strong leaders provide direction to their teams, peers, and organizations. But who provides guidance to those leaders? This course offers a unique Leadership Map that helps leaders chart their own course to becoming even more effective.

Who should attend: All DLA Leaders (Managers and/or Supervisors) should attend. This program is appropriate for all personnel. It may be especially valuable for use with intact teams.

Prerequisite: None

Situational Leadership

Course length: 6 hours

Course number: DTC10CLS004

Description:

This course introduces the concepts of Situational Leadership. Each participant will complete the Leader Behavior Analysis II (LBA II) assessment to help them determine their preferred leadership style, their secondary style, and their developing leadership styles. The participants will also discuss how to apply the results of their LBA II to become more effective leaders by adapting their style to the needs of their employees.

Who should attend: Supervisors who have not attended the DLA Leadership Education and Development (LEAD) course.

Note: This course is not intended for current ELDP Level III Program participants.

Prerequisite: None

DLA Supervisors Human Resource Management (HRM) Refresher Training

Course length: 1-day

Course number: DTC12CLS001

Description:

This course is targeted to seasoned supervisors at all levels of the leadership hierarchy and provides refresher training in the following key topics related to human resources management: Effective Performance Appraisals; Accountability for Acceptable Performance; Setting the Tone - Avoiding Harassment and Reprisal in the Workplace; Impact and Implementation Bargaining for Changes in Personnel Policies and Working Conditions; Identifying a Past Practice; Grievance and Appeals. Course objectives are as follows: Utilize effective performance measurement criteria in assessing performance; Provide feedback on accomplishments as measured by performance plans; Identify harassment and reprisal in the workplace and initiate appropriate responses; demonstrate understanding of requirements to bargain with unions; Describe avenues of redress and importance of dealing with workplace disputes.

Who should attend: This course is targeted to seasoned supervisors at all levels of the leadership hierarchy.

Prerequisite: None

One-on-One Executive Coaching for Newly Appointed Managers

Course length: 4 hours

Course number: DTC08CLS006

Description:

Upon appointment to a 2nd level management position or higher, individuals will be matched with an executive coach for 4 hours of individual coaching. The coaching is intended to assist the manager in the transition to a new leadership role and the manager's shift in focus from direct leadership to organizational leadership.

Prerequisite: None

One-on-One Executive Coaching for Seasoned Supervisors /Managers

Course length: Coaching is typically conducted in 1-hour sessions

Course number: DTC08CLS006

Description:

At any time during a supervisor/manager's career, executive coaching may be provided as an "arm of strategy" to facilitate problem solving, decision making, strategic focus/linkage, organizational planning, knowledge transfer, and career growth. Coaching is a totally confidential activity that supports supervisors/managers by helping them to gain clarity on how to best focus their attention and have the highest overall organizational impact. Individual coaching sessions will result in the development and implementation of a structured plan to integrate action and change into the supervisor/manager's organization, leadership behavior, and/or career goals.

Prerequisite: None