

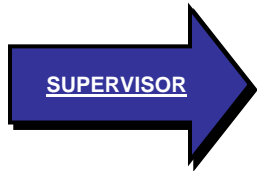
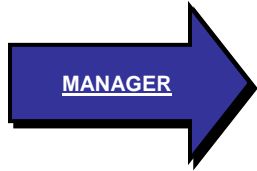
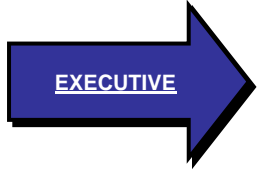


# APHIS LEADERSHIP ROADMAP

## Recommended Learning Experiences

## Recommended Course Options

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|---|
| <b>Leading &amp; Managing Organizations</b> |
| <b>Leading &amp; Managing Programs</b>      |
| <b>Leading &amp; Managing People</b>        |
| <b>Managing Projects</b>                    |
| <b>Managing Yourself</b>                    |



| Employee Level and Core Competencies  | Learning Experiences  | Employee Level and Core Competencies  | Course Options  |
|---|---|---|---|
| <p><b>Executive</b></p> <p>Entrepreneurship<br/>External Awareness<br/>Vision</p>   | <ul style="list-style-type: none"> <li>Complete a 360° assessment and obtain/review results</li> <li>Be a mentor/have a mentor</li> <li>Engage an executive coach</li> <li>Participate in executive-level task force committees</li> <li>Within first year as new Executive, conduct formal Leadership Transition workshop with staff</li> <li>Complete self-study online courses</li> <li>Engage in self-directed learning through books, tapes and/or seminars</li> </ul>   | <p><b>Executive</b></p> <p>Entrepreneurship<br/>External Awareness<br/>Vision</p>   | <ul style="list-style-type: none"> <li>Institutions of Higher Learning, ie. American University's Key Executive MPA, Harvard's Kennedy School of Government, etc.</li> <li>Mandatory Agency training courses</li> <li>AgLearn Senior Leadership Development Channel</li> <li>APHIS Executive Development Guide (resource)</li> </ul>  |
| <p><b>Manager</b></p> <p>Creativity &amp; Innovation<br/>Financial Management<br/>Partnering<br/>Political Savvy<br/>Strategic Thinking<br/>Technology Management</p>   | <ul style="list-style-type: none"> <li>Complete a 360° assessment and obtain/review results</li> <li>Be a mentor/have a mentor</li> <li>Participate in a detail outside of USDA/Congressional Fellowship</li> <li>Within first year as new Manager, conduct formal Leadership Transition workshop with staff</li> <li>Participate as a member of Governmental, Intergovernmental, and/or program task force committees</li> <li>Develop a Learning Contract/IDP based on 360° feedback</li> <li>Engage in self-directed learning through books, tapes and/or seminars</li> <li>Complete self-study online courses</li> </ul>                    | <p><b>Manager</b></p> <p>Creativity &amp; Innovation<br/>Financial Management<br/>Partnering<br/>Political Savvy<br/>Strategic Thinking<br/>Technology Management</p>   | <ul style="list-style-type: none"> <li>Federal Executive Institute's (FEI) - Leadership for a Democratic Society</li> <li>Institutions of Higher Learning, ie. American University's Key Executive MPA, Harvard's Kennedy School of Government, etc.</li> <li>Senior Executive Service (SES) - Candidate Development Program</li> <li>Office of Personnel Management (OPM) - Management Development Center Programs/Leadership courses</li> <li>External management courses</li> <li>Mandatory Agency training courses</li> <li>APHIS Executive Development Guide (resource)</li> <li>AgLearn online training courses</li> </ul>  |
| <p><b>Supervisor</b></p> <p>Accountability<br/>Conflict Management<br/>Developing Others<br/>Human Capital<br/>Management<br/>Leveraging Diversity</p>  | <ul style="list-style-type: none"> <li>Complete a 360° assessment and obtain/review results</li> <li>Have a mentor/be a mentor</li> <li>Participate in a detail within USDA /program /agency</li> <li>Serve as a representative on a program /agency/ department committee</li> <li>Develop a Learning Contract/IDP based on 360° feedback</li> <li>Complete a formal Supervisory Training program</li> <li>Complete self-study online courses</li> <li>Within first year as new Supervisor, conduct formal Leadership Transition workshop with staff</li> <li>Engage in self-directed learning through books, tapes and/or seminars</li> </ul> | <p><b>Supervisor</b></p> <p>Accountability<br/>Conflict Management<br/>Developing Others<br/>Human Capital<br/>Management<br/>Leveraging Diversity</p>  | <ul style="list-style-type: none"> <li>Fundamentals of APHIS Human Resource Management (FAHRM)</li> <li>Leadership Development Program Track II</li> <li>Leading in a Mix of Generational Views and Values</li> <li>Mandatory Occupational Safety &amp; Health Administration course</li> <li>External Supervisory courses</li> <li>Mandatory Agency training courses</li> <li>AgLearn online training courses</li> </ul>   |
| <p><b>Project Manager &amp; Team Leader</b></p> <p>Decisiveness<br/>Influencing/Negotiating<br/>Team Building<br/>Technical Credibility</p>   | <ul style="list-style-type: none"> <li>Complete a 360° assessment and obtain/review results</li> <li>Have a mentor/be a mentor</li> <li>Participate in a detail within APHIS</li> <li>Visit program sites/field/headquarters</li> <li>Serve as a member of a APHIS-wide special project team</li> <li>Develop a Learning Contract/IDP based on 360° feedback</li> <li>Complete a formal Project Management training</li> <li>Participate in external education and training courses</li> <li>Complete self-study online courses</li> <li>Engage in self-directed learning through books, tapes and/or seminars</li> </ul>                       | <p><b>Project Manager &amp; Team Leader</b></p> <p>Decisiveness<br/>Influencing/Negotiating<br/>Team Building<br/>Technical Credibility</p>   | <ul style="list-style-type: none"> <li>Advancing Leader Program Track I</li> <li>Preparing APHIS Team Leaders (PAT)</li> <li>Staff Officer Training (SOT)</li> <li>APHIS International Training Program (AITP)</li> <li>So You Think You Want To Be a Supervisor, Seminar</li> <li>Emotional Intelligence for Organizations</li> <li>External Project Manager/Team Leader courses</li> <li>Mandatory Agency training courses</li> <li>AgLearn online training courses</li> </ul>  |
| <p><b>All Employees</b></p> <p>Continual Learning<br/>Customer Service<br/>Flexibility<br/>Integrity/Honesty<br/>Interpersonal Skills<br/>Oral Communication<br/>Problem Solving<br/>Public Service Motivation<br/>Resilience<br/>Written Communication</p> | <ul style="list-style-type: none"> <li>Develop a Learning contract/IDP with supervisor</li> <li>Have a mentor/be a mentor</li> <li>Engage in some cross training within program</li> <li>Volunteer for collateral duty assignments and/or specific projects</li> <li>Join and become active in outside professional organizations</li> <li>Participate in external education and training courses</li> <li>Complete self-study online courses</li> <li>Engage in self-directed learning through books, tapes and/or seminars</li> </ul>   | <p><b>All Employees</b></p> <p>Continual Learning<br/>Customer Service<br/>Flexibility<br/>Integrity/Honesty<br/>Interpersonal Skills<br/>Oral Communication<br/>Problem Solving<br/>Public Service Motivation<br/>Resilience<br/>Written Communication</p> | <ul style="list-style-type: none"> <li>Presentation Skills training</li> <li>Myers Briggs Type Indicator Interpretation Training</li> <li>So You Think You Want To Be a Supervisor, Seminar</li> <li>Customer Service training</li> <li>FOCUS/Time Management course</li> <li>Mandatory Agency training courses: <ul style="list-style-type: none"> <li>Civil Rights</li> <li>Cyber Security</li> <li>Incident Command System (ICS) 100 &amp; 200</li> <li>Ethics</li> </ul> </li> <li>External Courses: <ul style="list-style-type: none"> <li>Writing</li> <li>Problem Solving</li> <li>Conflict Management</li> </ul> </li> <li>AgLearn online training courses</li> </ul> |