APHIS LEADERSHIP ROADMAP

Recommended Learning Experiences

Employee Level and Core Competencies	Learning Experiences
Leading & Managing Organizations → EXECUTIVE → **Executive** **Entrepreneurship** **External Awareness** **Vision**	• Complete a 360˚ assessment and obtain/review results • Be a mentor/have a mentor • Engage an executive coach • Participate in executive-level task force committees • Within first year as new Executive, conduct formal Leadership Transition workshop with staff • Complete self-study online courses • Engage in self-directed learning through books, tapes and/or seminars
Leading & Managing Programs → MANAGER → **Manager** **Creativity & Innovation** **Financial Management** **Partnering** **Political Savvy** **Strategic Thinking** **Technology Management**	• Complete a 360˚ assessment and obtain/review results • Be a mentor/have a mentor • Participate in a detail outside of USDA/Congressional Fellowship • Within first year as new Manager, conduct formal Leadership Transition workshop with staff • Participate as a member of Governmental, Intergovernmental, and/or program task force committees • Develop a Learning Contract/IDP based on 360˚feedback • Engage in self-directed learning through books, tapes and/or seminars • Complete self-study online courses
Leading & Managing People → SUPERVISOR → **Supervisor** **Accountability** **Conflict Management** **Developing Others** **Human Capital Management** **Leveraging Diversity**	• Complete a 360˚assessment and obtain/review results • Have a mentor/be a mentor • Participate in a detail within USDA /program /agency • Serve as a representative on a program /agency/ department committee • Develop a Learning Contract/IDP based on 360˚ feedback • Complete a formal Supervisory Training program • Complete self-study online courses • Within first year as new Supervisor, conduct formal Leadership Transition workshop with staff • Engage in self-directed learning through books, tapes and/or seminars
Managing Projects → PROJECT MGR. & TEAM LEADER → **Project Manager & Team Leader** **Decisiveness** **Influencing/Negotiating** **Team Building** **Technical Credibility**	• Complete a 360˚assessment and obtain/review results • Have a mentor/be a mentor • Participate in a detail within APHIS • Visit program sites/field/headquarters • Serve as a member of a APHIS-wide special project team • Develop a Learning Contract/IDP based on 360˚ feedback • Complete a formal Project Management training • Participate in external education and training courses • Complete self-study online courses • Engage in self-directed learning through books, tapes and/or seminars
Managing Yourself → ALL EMPLOYEES → **All Employees** **Continual Learning** **Customer Service** **Flexibility** **Integrity/Honesty** **Interpersonal Skills** **Oral Communication** **Problem Solving** **Public Service Motivation** **Resilience** **Written Communication**	• Develop a Learning contract/IDP with supervisor • Have a mentor/be a mentor • Engage in some cross training within program • Volunteer for collateral duty assignments and/or specific projects • Join and become active in outside professional organizations • Participate in external education and training courses • Complete self-study online courses • Engage in self-directed learning through books, tapes and/or seminars

APHIS LEADERSHIP ROADMAP

Recommended Course Options

	Employee Level and Core Competencies	Course Options
Leading & Managing Organizations → EXECUTIVE	**Executive** **Entrepreneurship** **External Awareness** **Vision**	▪ Institutions of Higher Learning, ie. American University's Key Executive MPA, Harvard's Kennedy School of Government, etc. ▪ Mandatory Agency training courses ▪ Aglearn Senior Leadership Development Channel ▪ APHIS Executive Development Guide (resource)
Leading & Managing Programs → MANAGER	**Manager** **Creativity & Innovation** **Financial Management** **Partnering** **Political Savvy** **Strategic Thinking** **Technology Management**	▪ Federal Executive Institute's (FEI) - Leadership for a Democratic Society ▪ Institutions of Higher Learning, ie. American University's Key Executive MPA, Harvard's Kennedy School of Government, etc. ▪ Senior Executive Service (SES) - Candidate Development Program ▪ Office of Personnel Management (OPM) - Management Development Center Programs/Leadership courses ▪ External management courses ▪ Mandatory Agency training courses ▪ APHIS Executive Development Guide (resource) ▪ AgLearn online training courses
Leading & Managing People → SUPERVISOR	**Supervisor** **Accountability** **Conflict Management** **Developing Others** **Human Capital Management** **Leveraging Diversity**	▪ Fundamentals of APHIS Human Resource Management (FAHRM) ▪ Leadership Development Program Track II ▪ Leading in a Mix of Generational Views and Values ▪ Mandatory Occupational Safety & Health Administration course ▪ External Supervisory courses ▪ Mandatory Agency training courses ▪ AgLearn online training courses
Managing Projects → PROJECT MGR. & TEAM LEADER	**Project Manager & Team Leader** **Decisiveness** **Influencing/Negotiating** **Team Building** **Technical Credibility**	▪ Advancing Leader Program Track I ▪ Preparing APHIS Team Leaders (PAT) ▪ Staff Officer Training (SOT) ▪ APHIS International Training Program (AITP) ▪ So You Think You Want To Be a Supervisor, Seminar ▪ Emotional Intelligence for Organizations ▪ External Project Manager/Team Leader courses ▪ Mandatory Agency training courses ▪ AgLearn online training courses

Managing Yourself → ALL EMPLOYEES	**All Employees**
	
	Continual Learning
	Customer Service
	Flexibility
	Integrity/Honesty
	Interpersonal Skills
	Oral Communication
	Problem Solving
	Public Service Motivation
	Resilience
	Written Communication
		▪ Presentation Skills training
		▪ Myers Briggs Type Indicator Interpretation Training
		▪ So You Think You Want To Be a Supervisor, Seminar
		▪ Customer Service training
		▪ FOCUS/Time Management course
		▪ Mandatory Agency training courses:
		  ✓Civil Rights
		  ✓Cyber Security
		  ✓Incident Command System (ICS) 100 & 200
		  ✓Ethics
		▪ External Courses:
		  ✓Writing
		  ✓Problem Solving
		  ✓Conflict Management
		▪ AgLearn online training courses