

U.S. Fish and Wildlife Service



Refuge Managers Career Pathways Report



Photo: Tom Koerner/USFWS

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I. Background Information

Purpose

The Refuge Managers Career Pathways Team was empowered to develop recommendations concerning the refuge manager career field within the National Wildlife Refuge System (NWRS). The Team was chartered by the NWRS Leadership Team under the authority of the Chief of the National Wildlife Refuge System to develop the following products:

- Descriptions of the competencies future refuge managers will need to successfully administer the Refuge System;
- Standard national position descriptions for the refuge manager discipline at all grade levels, ranging from entry to senior level; and
- Recommendations on appropriate training and career development for the refuge manager discipline.

The team intentionally focused on refuge managers up to the GS-14 level only, however, there may be future efforts addressing refuge supervisors and the GS-15 and SES levels of the refuge management career path. In the case that similar materials are developed for GS-15 and SES levels of the career path, additional sections will be produced for this report.

Process

The Refuge Managers Career Pathways Team first met in March 2007 in Arlington, Virginia. The Team consisted of representatives from each region, NCTC, and the Headquarters office (See **Appendix A** for a full list of participants). At this initial meeting, the Team completed the following activities:

- Reviewed the Team charter and expectations for key deliverables;
- Defined a common vision of the Refuge Manager of the Future at each leadership level (Entry/Trainee Level: GS-5/7/9, Mid Level: GS-11/12, and Senior Level: GS-13/14);
- Reviewed the U.S. Fish and Wildlife Service (FWS) priority leadership competencies and identified illustrative refuge manager behaviors demonstrated at each level;
- Defined the technical competencies required for refuge managers, including key components and behaviors demonstrated by refuge managers at each career level for each technical competency; and
- Provided input for the development of standard position descriptions for the Refuge Manager (GS-485) series.

Over the course of the following year, the Team communicated via email and conference calls to further develop a set of draft standard position descriptions and prepare for another workshop focusing on career development resources. As input to this workshop, the Team completed a survey on experiential learning opportunities and validated a list of training courses addressing the technical competencies required for refuge managers.

The Team reconvened in February 2008 in Arlington, Virginia to review and finalize their input to the refuge management technical competencies and standard position descriptions. The main focus of the meeting, however, was on developing career development tools and reference materials for the refuge management career field. During this meeting, the Team completed the following activities:

- Validated the applicability and inclusiveness of the training course list for refuge managers;
- Identified priority training opportunities for each career level;
- Defined and prioritized key experiential learning opportunities (e.g., on-the-job assignments, details, mentoring) for each career level; and
- Developed a Career Development Guide to serve as a career development resource to assist refuge managers and their supervisors in determining appropriate developmental experiences and provide guidance for completing the Service's Individual Development Plan (IDP).

The sections of this report that follow provide the Refuge Managers Career Pathways Team's detailed recommendations concerning the refuge management career field, including the core technical and leadership competencies required for refuge managers, standard position descriptions for the Wildlife Refuge Manager (485) series, and career development resources.

II. Refuge Manager Competencies

Technical Competencies

In order to identify the technical competencies necessary for refuge managers, the Team defined a common vision of the “Refuge Manager of the Future” at each leadership level: Entry/Trainee Level (GS-5/7/9), Mid Level (GS-11/12), and Senior Level (GS-13/14). Based on this vision, the Team identified and defined nine technical competencies that together with leadership, account for the key knowledge, skills, and abilities required for refuge managers from the GS-5 through GS-14 levels.

The nine technical competencies recommended as critical for refuge managers are described in detail below. See **Appendix B** for the complete *Refuge Manager Competency Model*.

Wildlife Biology and Ecology

- Knowledge of a wide range of theories, principles, practices and techniques of population and wildlife biology.
- Knowledge of species lifecycle requirements (conservation biology, landscape ecology).
- Knowledge of related disciplines, to include: Plant ecology, Soil science, Hydrology, Plant and wildlife diseases, Zoology, Genetics, Statistics, Restoration ecology, Forestry, Land management/conservation, Fire ecology and management.
- Knowledge of methods, procedures and techniques applied in refuge management and habitat/wildlife responses to management.
- Knowledge of scientific methods and inquiry; and ability to conduct and oversee scientific investigations.
- Ability to make detailed observations of natural and other phenomena pertinent to refuge management, to draw sound conclusions based on observations, make recommendations, and prepare technical and administrative reports.

Planning

- Knowledge of the applicable policies and procedures for the development of Comprehensive Conservation Plans, Habitat Management Plans, and land acquisition plans.
- Ability to plan, develop, coordinate and manage the resolution of resource use issues and problems related to a wildlife refuge.
- Knowledge of planning and budgeting processes to participate in development of long-range plans, annual work plans, and associated budgeting.
- Knowledge of management and administrative goals and objectives sufficient to prepare functional resource plans and fiscal and annual work plans.

Natural Resource Program Management

- Knowledge of natural resource laws, regulations and policies, including, but not limited to National Wildlife Refuge Improvement Act (NWRIA), Endangered Species Act (ESA) and the National Environmental Policy Act (NEPA), the Wilderness Act, the Refuge Administration Act, and their requirements.
- Knowledge of applicable laws and FWS policies, objectives, planning, and management activities related to the National Wildlife Refuge System (e.g., public use, accessibility, law enforcement).
- Knowledge of state, local and Tribal laws, customs, and economic interests.
- Skill and diplomacy in developing partnerships, strategizing, and coordinating activities with other agencies and organizations; ability to work effectively with Federal, state and local agencies, and private and national organizations and interest groups.
- For positions involving interaction with Native Americans, ability to learn the culture, tradition and use of natural resources for subsistence and other purposes, and ability to interact in a culturally sensitive, tactful and objective manner.

Habitat Management

- Knowledge of methods, procedures and techniques in habitat management.
- Ability to prepare and review habitat management projects.
- Ability to apply a variety of management and restoration techniques (grazing, fire, farming, timber harvest etc.) to accomplish habitat goals and objectives on and off Service lands.
- Ability to oversee and administer Fire Management program and knowledge of fire fighting techniques.

Visitor Services

- Ability to work cooperatively with diverse individuals and groups to solve problems, promote cooperation, and inform the public of issues facing the refuge.
- Knowledge of wildland recreation management to include priority public uses, and compatibility and appropriate use policies.
- Knowledge of theories, principles and methods of recreational management.
- Ability to develop outreach and education programs and design interpretive exhibits.
- Knowledge of or experience working with, volunteer programs and Friend's Groups.
- Ability to communicate and present both orally & in writing, in order to brief management, inform visitors, and write objective narrative reports. (May include formal/informal presentations, speeches, briefing documents, correspondence, administrative and technical reports, management plans, policies and procedures, and a variety of information and education materials, including brochures and displays).
- Knowledge of laws, regulations and policies pertaining to an effective law enforcement program.
- Ability to implement and enforce laws, regulations and policies.

Facilities and Equipment Management

- Knowledge of the operation and maintenance of assets and equipment.
- Knowledge of Safety and Environmental Management systems.
- Ability to make preliminary plans for maintenance, repairs or remodeling of refuge facilities and infrastructure and to assist with contract specifications.
- Ability to oversee and administer the facilities and equipment maintenance programs.

Realty/Land Protection

- Understanding of Realty policy and regulations.
- Knowledge of land acquisition planning; and land protection plans and options, such as easements, life use estates, etc.
- Knowledge of laws, rules and regulations that affect land protection in the NWRs (e.g., water rights, oil and gas easements, etc.).

Business Administration and Management

- Understanding and ability to use IT systems (e.g., various Service databases, budget tracking, time and attendance, procurement, etc.).
- Ability to interpret financial tracking and budget reports.
- Understanding of the Service business management programs, including budgeting, procurement and human resource management policies and regulations.
- Knowledge of purchasing, contracting, property management and human resources management policies, procedures, rules, regulations and related business management IT systems.

Supervision/Human Resource Management

- Ability to supervise a wide variety of personnel including law enforcement, fire, biological, administrative, natural resources managers/scientists, and wage grade employees to ensure work is completed sufficiently and conducted safely. Duties include, but are not limited to, hiring of personnel; preparing and conducting performance evaluations; assigning and reviewing work; approving leave; and handling disciplinary actions.
- Knowledge of training requirements for LE Officers and supervisors.
- Ability to implement and comply with the Equal Opportunity Program.
- Ability to foster individual development and innovation as well as group spirit, cooperation and teamwork (starting at GS-9 level).
- Ability to promote effective communication both within the Station and with outside interests.

Competency Dimensions

In addition, the Team defined how expectations, in terms of level of knowledge, skills, and ability of technical competency, differ for each career level. For each career level, the technical competency requirements are distinguished by three dimensions: 1) expected proficiency level; 2) typical position(s), and; 3) typical level of work (see Figure 1, *Refuge Manager Competency Dimensions*). The following are descriptions of how the competency levels differ by major career level.

Entry/Trainee Level (GS-5/7/9)

Entry/Trainee Level refuge managers typically hold trainee-level generalist or developmental positions and may be Assistant Refuge Managers at a small refuge. At this level, refuge managers should have basic knowledge and awareness of concepts and approaches for each of the core competencies. Their typical level of work generally includes project assignments that are small pieces of larger functional responsibilities and they are given projects with increasing levels of responsibility as they gain more experience. Coordination is mostly with contacts internal to the refuge at this level. At the GS-9 level, refuge managers are most likely to supervise limited staff.

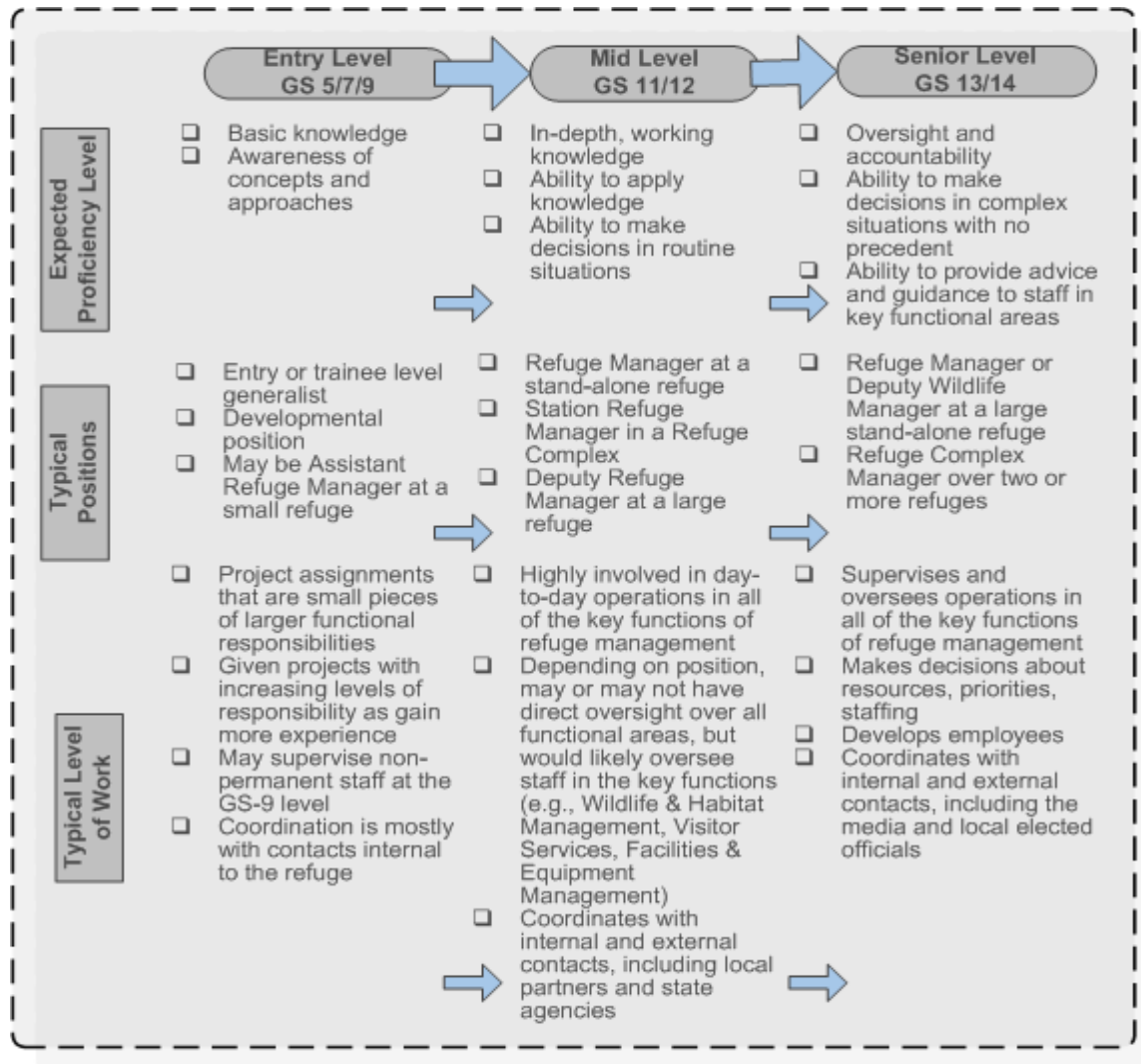
Mid Level (GS-11/12)

Mid Level refuge managers are typically found as refuge managers at a stand-alone refuge, station refuge manager in a refuge complex, or Deputy Refuge Manager at a large refuge. At the mid level, refuge managers should have in-depth, working knowledge, ability to apply their knowledge, and ability to make decisions in routine situations. Mid level refuge managers are highly involved in day-to-day operations in all of the key functions of refuge management. At this level, refuge managers supervise a variety of permanent and non-permanent staff. Depending on their position, they may or may not have direct oversight over all functional areas, but often oversee staff in the key functions (e.g., Wildlife and Habitat Management, Visitor Services, Facilities and Equipment Management). In addition, mid level managers coordinate with both internal and external contacts, including local partners and state agencies.

Senior Level (GS-13/14)

Senior Level refuge managers typically hold positions such as Refuge Manager or Deputy Wildlife Manager at a large stand-alone refuge or Refuge Complex Manager over two or more refuges. At the senior level, refuge managers are expected to have oversight and accountability and the ability to make decisions in complex situations with no precedent as well as provide advice. Senior level managers are expected to provide guidance to staff in key functional areas, including employee development, and are responsible for supervising and overseeing the operations in all of the key functions of refuge management. In addition to the above duties, senior level managers typically make decisions about resources, priorities, and staffing. They are expected to coordinate with internal and external contacts, including the media and local elected officials.

Figure 1: Refuge Manager Competency Dimensions



Leadership Competencies

Based on the Service’s Leadership Development and Competency Model outlining high-priority Leadership Competencies by leadership level, the Team reviewed each of the competencies to ensure consistency with the vision of the Refuge Manager of the Future (See Figure 2 for a listing of high priority leadership competencies by career level). For each competency, the Team identified and described related refuge manager behaviors (see Appendix C).

Figure 2: Refuge Manager High Priority Leadership Competencies

Leadership Competencies	GS 5/7/9 Leadership	GS 11/12 Leadership	GS 13/14 Leadership
	<ul style="list-style-type: none"> Accountability Creativity and Innovation Customer Service Flexibility Problem Solving Team Building Technical Credibility 	<ul style="list-style-type: none"> Accountability Creativity and Innovation Problem Solving Team Building Technical Credibility Conflict Management Partnering 	<ul style="list-style-type: none"> Accountability Partnering Decisiveness Developing Others External Awareness Influencing/Negotiating Strategic Thinking

The Team strongly agreed that overall, the majority of career development and personnel issues stem from a low proficiency in the critical leadership competencies. Good leadership is at the core of how well a refuge functions and developing strong competency in leadership skills should be a future focus among all refuge managers and their supervisors. The team recommended that additional career development resources targeting leadership skills be developed and implemented.

III. Standard Position Descriptions

Employing standard position descriptions will ensure consistency across both across the refuge management discipline and throughout the Service. Based on the technical and leadership competencies identified as crucial for the refuge management discipline, the Team developed, validated, and revised standard position descriptions for GS-5 through GS-14 refuge manager positions (GS-485).

The Standard Position Descriptions developed for the refuge manager occupation provide further definition to the major job duties and competencies required for positions that exist across the Refuge system. In addition to specifying major job duties, the standard position descriptions outline knowledge required by the position, guidelines to be followed, complexity and scope and effect of the work, personal contacts and purpose of contacts, physical demands, and work environment. The Standard Position Descriptions are currently undergoing review by the Service's Division of Human Capital, and therefore, are currently in draft form. Upon completion, the finalized position descriptions will be issued from the Director under a separate cover.

In order to increase the applicability of the standard position descriptions, the Career Pathways Team decided to create one set of generic, standard positions descriptions designed to apply to the broad spectrum of 485 series refuge managers at each grade level. However, the Team also developed a matrix that maps common refuge management organizational titles to each grade level. The matrix shown in Figure 3 helps to identify the grade levels where these organizational positions are typically found, to help identify which of the standard position descriptions will typically apply.

Figure 3: Refuge Manager Standard Position Description Matrix

	GS-5/7/9	GS-11	GS-12	GS-13	GS-14
Refuge Complex Manager			X	X	X
Deputy Refuge Manager	X	X	X	X	X
Refuge Manager	X	X	X	X	X
Assistant Refuge Manager	X	X	X	X	

The Team also developed general definitions of common organizational refuge manager positions.

Common Organizational Positions Defined

Wildlife Refuge Manager (Refuge Complex Manager)

A Refuge Manager who has two or more refuges (staffed or otherwise) reporting to him or her. They generally report to Regional Office Refuge Supervisors or occasionally Regional Refuge Chiefs and could also report to a higher-level complex manager. Refuge managers have a full performance level of GS-12 to GS-15.

Wildlife Refuge Manager (Deputy)

The second level GS-485 land managers report to refuge managers or refuge complex managers and routinely act as the refuge manager in his/her absence (i.e., as alter-ego). Deputy Refuge Managers are typically graded one level below the refuge manager when at the full performance level. Deputies are assigned responsibility for the entire refuge operation. Deputy Refuge Managers have a full performance level of GS-11 to GS-14, but may also be in a career ladder position at the GS-9.

Wildlife Refuge Manager (Refuge Manager)

GS-485 land managers in the field manage stand-alone refuges or refuges/stations that are part of a refuge complex. These refuge managers report to Regional Office Refuge Supervisors or occasionally Regional Refuge Chiefs, or to the Refuge Complex Manager. These refuge managers have a full performance level of GS-12 to GS-15, but may be in a career ladder position at the GS-9 or GS-11.

Wildlife Refuge Manager (Assistant)

The second or third level (or lower) GS-485 are land managers in the field, or occasionally second level managers that have a full performance level of one or two (sometimes more) grade levels below the refuge manager. Assistant Refuge Managers have a full performance level of GS-5 to potentially GS-13. Assistant refuge managers at the GS-11 and higher are always supervisory, may be supervisory at the GS-9, but are typically not supervisory at the GS-5 and GS-7 levels. Assistant Refuge Managers at the GS-5 and GS-7 levels are considered refuge manager trainees.

IV. Career Development Resources

Recommended Training Opportunities

The Team developed a list of training courses to guide refuge managers and their supervisors in determining the type of training that best supports career development at each major career level. As an initial step in this process the Team, along with several representatives from NCTC, validated a matrix of available training courses relevant to the refuge management discipline mapped to the technical competencies, career level, and course priority (e.g., core/required or elective).

Due to the large number of courses relevant to the refuge manager discipline, the Team recommended that training courses be arranged by three priority levels termed Fundamental, Situational, and General (see Figure 4 for descriptions of each priority level). The Team recommended that refuge managers start with the courses identified as Fundamental, as these topics address the competencies that are most necessary across the refuge manager discipline. Fundamental courses are further categorized by major career level to provide additional guidance. Situational courses may or may not be applicable, depending on the type of refuge, and can be taken at any career level or as circumstances dictate new requirements. General courses address many of the non-technical competencies that are required of all employees across the Service and are intended to build upon fundamental or situational training. See the attached *Refuge Manager Training Guide (Appendix D)* for a full listing of recommended training courses for the refuge management discipline.

Figure 4: Recommended Training Priority Levels

Priority Level	Description
Fundamental	These courses cover the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System and/or are required by statute, policy, etc.
Situational	These courses should be taken if situational characteristics dictate requirement or recommendation for specific technical training. These courses are often required for law enforcement, fire management, and wilderness decision making. They are appropriate to be taken at any career level or as specific technical requirements arise.
General	These courses are not specific to refuge management and are recommended to enhance career development by increasing skills/competencies and building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.

To provide additional guidance for developing specific technical competencies (e.g., Wildlife Biology & Ecology, Planning) through training, the Team developed a training matrix which maps each course to the specific technical competencies addressed in the course content (see **Appendix E** for the *Refuge Manager Training Matrix*). This tool allows refuge managers and their supervisors to easily identify specific courses that can assist them in developing the technical competencies that need development and/or are targeted in their Individual Development Plans (IDP).

Recommended Experiential Learning Opportunities

The Team identified and defined in detail key experiential learning and on-the-job development opportunities that support career development in addition to participation in traditional education and training courses (e.g., instructor-led and computer based). As input to this process, the Team completed a survey in December 2007 asking them to describe key experiences that helped them or other refuge managers develop competency as a refuge manager and advance from one grade to another. During the February 2008 meeting, the Team further refined these experiences by identifying and describing in detail key experiential learning opportunities for each major career level, such as details/temporary assignments, stretch assignments, shadowing opportunities; and outreach activities such as participating in professional associations/societies, attending conferences/meetings, building partnerships with other agencies, and mentoring. The Team recommends that refuge managers and their supervisors incorporate experiential learning opportunities along with training courses into their Individual Development Plans (IDP) to maximize developmental opportunities.

The Team compiled a list of recommended experiential learning opportunities for each major career level, including common developmental themes that refuge managers should focus on at the Entry/Trainee, Mid, and Senior levels. The following descriptions summarize the recommended types of developmental experiences for refuge managers at each career level. See **Appendix F** for recommended experiential learning opportunities for each level.

Experiential Learning Themes by Career Level

Entry/Trainee Level (GS-5/7/9)

At the Entry/Trainee level, the primary focus should be on gaining exposure to refuge management technical competencies. Being a participant or member in an association/society/council and attending meetings and conferences is helpful for information gathering and networking to develop a solid knowledge base. On-the-job development assignments are paramount at this level to expose Entry Level refuge managers to the broad base of duties that refuge managers perform.

Mid Level (GS-11/12)

To enhance career development at the Mid Level, refuge managers should take initiative to seek out learning opportunities that provide them with experience solving problems, resolving conflict, and engaging in difficult conversations. They should look for opportunities that allow them to gain experience dealing with the public (i.e., listening, communicating, and dealing with challenging situations); and outreach activities (e.g., attending conferences) that focus on

networking and relationship building. Refuge managers at this level should also consider geographical change to gain exposure to different types of refuges, policies, procedures, and people.

Senior Level (GS-13/14)

At the Senior Level, refuge managers should strive to seek out special assignments (e.g., national/regional/international projects) that provide a landscape level perspective and more interaction at higher levels of leadership. Senior level refuge managers should focus on mentoring and developing others while also seeking mentoring from leaders above (e.g., ARDs, Deputy ARDs) to further develop their leadership competencies.

Career Guide

In addition to the recommended training and experiential opportunities, the Team developed a Career Guide for each major career level to serve as a single point of reference for information on career development. The guide includes a description of typical job responsibilities at each major level, recommended developmental opportunities including training and experiential learning, and additional career development references. Refuge managers and their supervisors can use the Career Guide to identify appropriate opportunities that promote development of the competencies required both to be effective as a refuge manager in their current role and to progress to the next career level. Refuge managers can also use this guide when completing their Individual Development Plans (IDP) to identify appropriate opportunities to support their individual development goals. Additionally, these Career Guides may serve as a resource to employees outside the refuge management discipline who are interested in a career in refuge management. See **Appendix G** for *Refuge Manager Career Guides* for each level.

Individual Development Plans

It is recommended that refuge managers utilize the Service's current Individual Development Plan (IDP) form, drawing on the relevant *Career Guide* as well as the *Refuge Manager Training Guide & Training Matrix*, and *Recommended Experiential Learning Opportunities*, to determine the appropriate developmental experiences for their short-term and long-term career goals.

APPENDIX A

CAREER PATHWAYS
TEAM MEMBERS

Appendix A: Career Pathways Team Members

The Refuge Managers Career Pathways Team is composed of representatives from each Region, a liaison from the NWRS Leadership Team, and representatives from the Headquarters Office.

Headquarters Office Representative

Larry Williams

NWRS Leadership Team Liaison

Todd Logan, Region 7

National Conservation Training Center

Liz Bellantoni

Regional Representatives

Region 1: Dianna Ellis, Kootenai NWR, ID

Region 2: Shaun Sanchez, Anahuac NWR, TX

Region 3: Alice Hanley, Big Stone NWR/WMD, MN

Region 4: Troy Littrell, Eufaula NWR, AL

Region 5: Frank Drauszewski, Parker River NWR, MA

Region 6: Tom Koerner, Lacreek NWR, SD

Region 7: Greg Siekaniec, Alaska Maritime NWR, AK

Region 8: Kim Forrest, San Luis NWR Complex, CA

Additional Participants

Headquarters Human Resources: Joyce Hayes

Federal Management Partners: Lisa Sper, Sharon Hoxie, Kelly Cano, Maggie Moore

APPENDIX B

REFUGE MANAGER COMPETENCY MODEL

Appendix B: Refuge Manager Competency Model

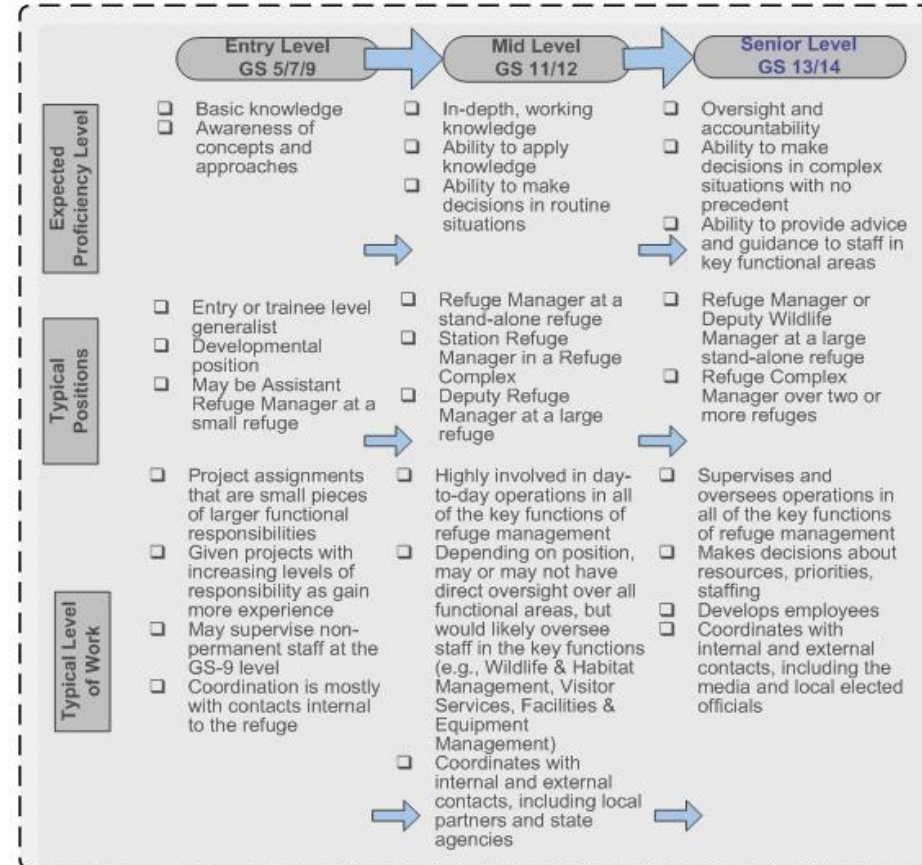
- Wildlife Biology & Ecology**
- Knowledge of a wide range of theories, principles, practices and techniques of population and wildlife biology.
 - Knowledge of species lifecycle requirements (conservation biology, landscape ecology).
 - Knowledge of related disciplines, to include: Plant ecology, Soil science, Hydrology, Plant and wildlife diseases, Zoology, Genetics, Statistics, Restoration ecology, Forestry, Land management/conservation, Fire ecology & management.
 - Knowledge of methods, procedures & techniques applied in refuge management & habitat/wildlife responses to management.
 - Knowledge of scientific methods and inquiry; and ability to conduct and oversee scientific investigations.
 - Ability to make detailed observations of natural and other phenomena pertinent to refuge management, to draw sound conclusions based on observations, make recommendations, and prepare technical and administrative reports.

- Planning**
- Knowledge of the applicable policies & procedures for the development of Comprehensive Conservation Plans, Habitat Management Plans, and land acquisition plans.
 - Ability to plan, develop, coordinate and manage the resolution of resource use issues and problems related to a wildlife refuge.
 - Knowledge of planning & budgeting processes to participate in development of long-range plans, annual work plans, and associated budgeting.
 - Knowledge of management and administrative goals and objectives sufficient to prepare functional resource plans and fiscal & annual work plans.

- Natural Resource Program Management**
- Knowledge of natural resource laws, regulations and policies, to include the National Wildlife Refuge Improvement Act (NWRIA), Endangered Species Act (ESA) and the National Environmental Policy Act (NEPA), the Wilderness Act, the Refuge Administration Act, and their requirements.
 - Knowledge of applicable laws and FWS policies, objectives, planning, and management activities related to the National Wildlife Refuge System (e.g., public use, accessibility, law enforcement).
 - Knowledge of state, local and Tribal laws, customs, and economic interests.
 - Skill and diplomacy in developing partnerships, strategizing, and coordinating activities with other agencies & organizations; ability to work effectively with Federal, state and local agencies, and private and national organizations and interest groups.
 - For positions involving interaction with Native Americans, ability to learn the culture, tradition and use of natural resources for subsistence and other purposes, and ability to interact in a culturally sensitive, tactful & objective manner.

- Realty/Land Protection**
- Understanding of Realty policy & regulations.
 - Knowledge of land acquisition planning; and land land protection plans and options, such as easements, life use estates, etc.
 - Knowledge of laws, rules and regulations that affect land protection in the NWRs (e.g., water rights, oil and gas easements, etc.).

- Supervision/Human Resource Management**
- Ability to supervise a wide variety of personnel including law enforcement, fire, biological, administrative, natural resources managers/scientists, and wage grade employees to ensure work is completed sufficiently and conducted safely. Duties include, but are not limited to, hiring of personnel; conducting performance evaluations; assigning and reviewing work; approving leave; and handling disciplinary actions.
 - Knowledge of training requirements for LE Officers and supervisors.
 - Ability to implement and comply with the Equal Opportunity Program.
 - Ability to foster individual development and innovation as well as group spirit, cooperation and teamwork (starting at GS 9 level).
 - Ability to promote effective communication both within the Station and with outside interests.



- Leadership Competencies**
- GS 5/7/9 Leadership**
- Accountability
 - Creativity and Innovation
 - Customer Service
 - Flexibility
 - Problem Solving
 - Team Building
 - Technical Credibility

- GS 11/12 Leadership**
- Accountability
 - Creativity and Innovation
 - Problem Solving
 - Team Building
 - Technical Credibility
 - Conflict Management
 - Partnering

- GS 13/14 Leadership**
- Accountability
 - Partnering
 - Decisiveness
 - Developing Others
 - External Awareness
 - Influencing/Negotiating
 - Strategic Thinking

- Habitat Management**
- Knowledge of methods, procedures and techniques in habitat management.
 - Ability to prepare & review habitat management projects.
 - Ability to apply a variety of management and restoration techniques (grazing, fire, farming, timber harvest etc.) to accomplish habitat goals and objectives on and off Service lands.
 - Ability to oversee and administer Fire Management program and knowledge of fire fighting techniques.

- Facilities & Equipment Management**
- Knowledge of the operation and maintenance of assets and equipment.
 - Knowledge of Safety and Environmental Management systems.
 - Ability to make preliminary plans for maintenance, repairs or remodeling of refuge facilities and infrastructure and to assist with contract specifications.
 - Ability to oversee and administer the facilities & equipment maintenance programs.

- Visitor Services**
- Ability to work cooperatively with diverse individuals and groups to solve problems, promote cooperation, and inform the public of issues facing the refuge.
 - Knowledge of wildland recreation management to include priority public uses & compatibility and appropriate use policies.
 - Knowledge of theories, principles and methods of recreational management.
 - Ability to develop outreach and education programs and design interpretive exhibits.
 - Knowledge of, or experience working with, volunteer programs and Friend's Groups.
 - Ability to communicate and present both orally & in writing, in order to brief management, inform visitors, and write objective narrative reports. (May include formal/informal presentations, speeches, briefing documents, correspondence, administrative and technical reports, management plans, policies & procedures, and a variety of information & education materials, including brochures & displays).
 - Knowledge of laws, regulations and policies pertaining to an effective law enforcement program.
 - Ability to implement & enforce laws, regulations and policies.

- Business Administration & Management**
- Understanding & ability to use IT systems (e.g., various Service databases, budget tracking, time & attendance, procurement, etc.).
 - Ability to interpret financial tracking and budget reports.
 - Understanding of the Service business management programs, including budgeting, procurement & human resource management policies and regulations.
 - Knowledge of purchasing, contracting, property management and human resources management policies, procedures, rules, regulations and related business management IT systems.

APPENDIX C

**HIGH PRIORITY
REFUGE MANAGER
LEADERSHIP COMPETENCIES
AND BEHAVIORS**

Appendix C: High Priority Leadership Competencies and Behaviors

Entry/Trainee Level (GS-5/7/9)

OPM Competency	OPM Competency Definition	Related Refuge Manager Behaviors
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.	<ul style="list-style-type: none"> • Completes assigned tasks within deadlines • Keeps supervisor advised of work progress for self and subordinates • Conducts self in accordance with Service policies, rules, regulations • Identifies workplace inconsistencies and takes corrective action, or notifies supervisor, if applicable • Conducts self in a professional manner
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	<ul style="list-style-type: none"> • With guidance from supervisor: <ul style="list-style-type: none"> ○ Keeps abreast of new technologies, research, ideas and area of expertise ○ Offers and shares ideas and suggestions for improvement ○ Solicits peers/experts for insights and new ideas ○ Researches or conducts demonstration projects in order to improve management techniques ○ Experiments on a small scale before building capacity for larger projects
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.	<ul style="list-style-type: none"> • Responsive to customer needs; reliable, follows through • Provides a variety of up to date refuge information to the public through a variety of media • Conducts self as a professional, federal employee (approachable, open to suggestions and ideas from the public)
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.	<ul style="list-style-type: none"> • Seeks to understand other points of view, willingness to listen • Solicits and considers ideas and suggestions of others • Overcomes setbacks/obstacles, gets back on track with projects

Appendix C: High Priority Leadership Competencies and Behaviors

OPM Competency	OPM Competency Definition	Related Refuge Manager Behaviors
		<ul style="list-style-type: none"> • Open to new technology, improvements, ideas
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.	<ul style="list-style-type: none"> • Analyzes failures or mistakes and seeks out opportunities to improve in order to avoid future problems • Learns from others, seeks to improve
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.	<ul style="list-style-type: none"> • Team player, learns how to be a productive member of a team • Actively seeks opportunities to build camaraderie amongst peers, partners, volunteers and Friends groups • Willingly provides assistance to peers on projects – lends a hand
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.	<ul style="list-style-type: none"> • Stays current with new research and ideas in area of expertise • Seeks out professional expertise, research and new technologies for applicability to refuge management • Attends/seeks out information about seminars, workshops, professional societies and other programs to stay informed • Bases recommendations and decisions on sound science

Appendix C: High Priority Leadership Competencies and Behaviors

Mid Level Leader (GS-11/12)

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.	<ul style="list-style-type: none"> • Assigns work activities appropriately • Administers procurement programs according to federal guidelines • Develops staff, which includes performance planning, evaluations, and taking appropriate action • Reviews work for completeness, accuracy and effectiveness • Identifies efficiencies and implements corrective action • Completes internal reporting successfully in support of the mission • Establishes work priorities and deadlines for self and staff, follow through
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	<ul style="list-style-type: none"> • Willingness to take calculated risks where the outcome isn't known, to blaze new trails • Seeks innovative solutions and enable staff to implement new procedures as identified • Fosters creative thinking in accepting new approaches • Fosters and demonstrates openness to new ideas in the workplace • Recognizes efforts to try new things and rewards success
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.	<ul style="list-style-type: none"> • Demonstrates critical thinking, analytical thinking and attention to details • Seeks input from others • Recognizes when there is a problem and accepts that it needs to be solved • Addresses problems when identified • Recognizes the best solution even if it is not the easiest way or the way it has always been done • Accepts feedback (negative and positive) • Takes action in a timely manner

Appendix C: High Priority Leadership Competencies and Behaviors

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.	<ul style="list-style-type: none"> • Recognizes opportunity for team approach • Leads by example, models desired behaviors • Promotes open communication • Promotes vision • Seeks consensus through equal voice opportunities • Is accepting of change, willing to change • Accepts mistakes • Effectively manages staff, rewards or addresses issues • Identifies strengths and weaknesses • Seeks innovative ways to make team successful
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.	<ul style="list-style-type: none"> • Stays apprised of current trends in the appropriate field of expertise • Accepts and implements new policies • Keeps staff apprised of developing trends • Encourages involvement in professional meetings and organizations • Institutes regulatory or policy changes at the station level • Demonstrates personal responsibility for policy implementation
Conflict Management	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.	<ul style="list-style-type: none"> • Demonstrates openness and ability to recognize issues • Mediates conflict • Promotes professional disagreement • Applies appropriate policies and guidelines when dealing with conflict (e.g., human resources policies) • Recognizes when additional support is needed from the organization (e.g., when issues need to be escalated)
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	<ul style="list-style-type: none"> • Seeks partnerships • Builds relationships • Communicates with partners frequently • Assists partners with interests beyond the immediate focus

Appendix C: High Priority Leadership Competencies and Behaviors

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
		<ul style="list-style-type: none">• Help partners be successful with their own objectives – see big picture opportunities to work together• Fosters broader conservation partnerships beyond refuge relationships• Celebrates success• Meets obligations to the partnership• Is persistent

Appendix C: High Priority Leadership Competencies and Behaviors

Senior Level Leader (GS-13/14)

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.	<ul style="list-style-type: none"> • Leads by example • Fair and unbiased decision maker who does not play favorites • Provides oversight and guidance for all refuge programs • Holds self accountable for aligning programs with the mission • Ensures management in accordance with the purposes of the refuge • Effectively manages upwards – recognizes when issues need to be escalated and when they don't – demonstrates internal political awareness
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	<ul style="list-style-type: none"> • Willing to listen, be open minded • Ability to compromise • Persuasive communicator • Demonstrates ability to collaborate with a broad spectrum of stakeholders • Engages all stakeholders and seeks common ground, foster consensus among stakeholders • Brings diverse stakeholders together • Establishes rapport with media • Leverages partnerships – identifies what each member can bring to the table, understands who the right people are to be at the table
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.	<ul style="list-style-type: none"> • Expected to be the decision maker • Recognizes when a decision needs to be made and does so in a timely manner; doesn't avoid unpleasant issues that need resolution • Takes calculated risks • Makes decisions despite ambiguity and moves forward • Recognizes when it is necessary to change decisions when presented with additional information

Appendix C: High Priority Leadership Competencies and Behaviors

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
		<ul style="list-style-type: none"> • Understands the larger landscape that decisions are made in, sees the bigger picture or context / impact of decision & vice versa
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.	<ul style="list-style-type: none"> • Cares for staff by providing opportunities and enabling others to succeed • Motivates staff, gives opportunities to grow, but understand staff limitations • Is fair and unbiased – not playing favorites • Follows through on commitments, decisions, etc. • Provides mentoring and coaching to staff • Allows staff to work autonomously and learn from their own mistakes • Ensures there are adequate training opportunities • Provides necessary tools and resources needed to do jobs • Acknowledges accomplishments, successes – gives credit to others • Enables growth through meaningful performance evaluations, effective feedback, opportunities for details and developmental assignments • Listening empathetically • Set reasonable limits, help staff set goals and priorities • Continues developing own skills, keeps current and fresh, models the importance of continually developing • Avoids burnout and maintain balance – encourages use of leave, etc.
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.	<ul style="list-style-type: none"> • Stays informed by keeping lines of communication open • Meets with others (e.g., interest groups, elected officials) • Demonstrates in-depth and current understanding of relevant laws, policies and issues

Appendix C: High Priority Leadership Competencies and Behaviors

OPM Leadership Competency	OPM Competency Definition	Related Refuge Manager Behaviors
		<ul style="list-style-type: none"> • Builds rapport with media & community • Develops opportunities to contribute to the community, encourage community service among staff – is active in the community (e.g., provide facilities for community groups, provides projects for work-release programs, local school programs) • Makes community aware of what an asset the refuge is, markets the refuge • See also, Public Service Motivation
Influencing/ Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.	<ul style="list-style-type: none"> • Clearly articulates refuge position to a variety of audiences (e.g., school groups and attorneys) • Builds consensus • Listens empathetically and demonstrates the ability to stand firm when necessary • Conducts strategic thinking in evaluating positions when negotiating • Develops strong negotiation skills • Finds common ground among groups with diverse interests • Communicates reasons for decisions that are made • Understands when to push back on requests, knows how to pick your battles
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.	<ul style="list-style-type: none"> • Demonstrates ability to step back and see the big picture • Looks outside boundaries to see larger context (e.g., geographical, division, agency, culture) – maintains a global perspective • Has a clear understanding of the mission, and the purposes of the refuge • Separates the important from the urgent – prioritizes • Analyzes tradeoffs and mitigates risks

APPENDIX D

**REFUGE MANAGER
TRAINING GUIDE**

Appendix D: Refuge Manager Training Guide

RECOMMENDED TRAINING

The following training courses are intended to serve as a guide for refuge managers to support career development at each level. Courses are arranged by priority level: Fundamental, Situational, and General. Refuge managers should start by reviewing fundamental courses as these topics address the competencies common across the refuge management discipline. Refuge managers should refer to the attached *Training Matrix* for assistance in finding courses that address specific technical competencies (e.g., Wildlife Biology & Ecology, Planning).

- A. Fundamental courses cover the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System and/or are required by statute, policy, etc.
- B. Situational courses should be taken if situational characteristics dictate requirement or recommendation for specific technical training. These courses are sometimes required for law enforcement, fire management, and wilderness decision making. They are appropriate to be taken at any career level or as specific technical requirements arise.
- C. General courses are not specific to refuge management and are recommended to enhance career development by deepening skills/competencies and building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.

The majority of the courses listed are offered through the National Conservation Training Center (NCTC). Others are offered through training programs such as Arthur Carhart National Wilderness Training Center and Natural Resource Conservation Service and/or sponsored by other divisions of the Fish and Wildlife Service or Federal Agencies and interagency cooperatives. For more information, refuge managers can access NCTC's website at <http://training.fws.gov/> or contact the Center directly by calling 304.876.1600.

**Note that completing training does not guarantee full knowledge or ability to perform the technical and interpersonal functions required for successful completion of refuge manager duties, and does not guarantee promotion. Training opportunities are just one way for individuals to develop the skills and abilities required to grow in a career as a refuge manager. Refuge managers should also reference the *Refuge Management Experiential Learning Opportunities* job aid for additional career development guidance.

Appendix D: Refuge Manager Training Guide

FUNDAMENTAL TRAINING COURSES

The following courses cover the competencies most commonly needed to navigate a successful career in the refuge management discipline, across the National Wildlife Refuge System, and/or are required by U.S. law or dictated by DOI/FWS policy (designated as required for all levels). Recommended career levels during which refuge managers will benefit most from taking each Fundamental course are indicated by an X.

Fundamental Training Courses	Career Level				
	Required for All Levels	Entry (GS-5/7/9)	Mid (GS-11/12)	Senior (GS-13/14)	Reference
Advanced Refuge Management Academy (WLD4308)			X	X	NCTC
Congressional Operations Seminar (LED5119)			X		NCTC
Conservation Biology: An Introduction (WLD2101)		X	X		NCTC
Conservation Partnerships (OUT8110)		X	X		NCTC
Conservation Partnerships in Practice (OUT8118)			X	X	NCTC
Cultural Resources Overview (WLD2117)		X	X		NCTC
Habitat Management Planning (WLD2125)		X	X		NCTC
Heavy Equipment Safety Training	X				Coordinated by Region
Incident Command System	X				Not an NCTC Course
Information Technology Security Awareness Training	X				On-line (Annually)
Integrating NEPA into Agency Activities (ECS3121)		X	X	X	NCTC
Invasive Plant Management (WLD2139)		X	X		NCTC
Migratory Bird Conservation - A Trust Responsibility (ECS2102)		X			NCTC
Natural Resource Negotiation				X	Not an NCTC Course
Natural Resource Law (WLD2122)		X	X	X	NCTC
NoFEAR Act Training	X				On-line (Bi-annually)

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Fundamental Training Courses	Career Level				Reference
	Required for All Levels	Entry (GS- 5/7/9)	Mid (GS-11/12)	Senior (GS-13/14)	
Privacy Act	X				On-line, All DOI
Public Participation & Informed Consent (OUT8127)				X	NCTC
Refuge Compatibility (WLD2113)		X	X		NCTC
Records Management	X				On-line (One-time, DOI)
Refuge Management Academy (WLD4307)		X			NCTC
Safety Management Information System (SMIS)	X				(One-time)
Wildlife Disease Monitoring Procedures (WLD2127)		X			NCTC
Wilderness Issues	X				Arthur Carhart NTC
Working with the News Media (OUT8181)			X		NCTC

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FUNDAMENTAL SUPERVISION & LEADERSHIP TRAINING:

Since effective supervision is fundamental to refuge management, refuge managers should focus on developing supervisory skills as they progress in their careers. Refuge managers are required to take supervisory training within one year of initial appointment as a supervisor. Refuge managers can access NCTC's Branch of Conservation Leadership and Employee Development (<http://training.fws.gov/branchsites/LED/OurTraining.htm>) for further information. The courses listed below are designed to address supervision/management and leadership developmental needs.

- **Supervision & Management Training:** <http://training.fws.gov/branchsites/LED/SupervisionandManagementTraining.htm>

Supervision & Management Courses
<ul style="list-style-type: none">• Applied Supervision (LED6102)• Effective Budgeting for Supervisors and Managers (LED6129)• Advanced Supervision: Building on Experience (LED6166)• Project Leader Academy (LED6201)• Introduction to Management Skills (LED6176)• Coaching for Effective Performance (LED6179)• Ethics for New Supervisors (LED6W05)• Supervisory Pay and Leave Overview (LED6W06)

- **Leadership Training:** <http://training.fws.gov/branchsites/LED/LeadershipTraining.htm>

Leadership Courses
<ul style="list-style-type: none">• Increasing Your Personal Effectiveness (LED5128)• Stepping Up to Leadership (SUTL) (LED6072)• Advanced Leadership Development Program (ALDP) (LED6078)• The Leadership Challenge (LED6109)• Human Element (LED6110)• Introduction to Management Skills (LED6176)• Coaching for Effective Performance (LED6179)• Project Leader Academy (LED6201)

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SITUATIONAL TRAINING COURSES

The following courses should be taken if situational characteristics dictate a requirement or recommendation for specific technical training. All courses listed are appropriate to be taken at any career level or as specific technical requirements arise.

An * indicates that a course is mandatory as dictated by U.S. law or specific DOI/FWS requirements. Mandatory training is often function-specific, e.g., required for law enforcement, fire management, wilderness decision making, and equipment use (e.g., all terrain vehicle/cycles). For further information, refuge managers can reference <http://training.fws.gov/MandatoryTraining.html>.

- Aircraft Safety Training*
- All Terrain Vehicle/Cycles (ATV/ATC)*
- Annual Fire Management Refresher*
- Bear Safety*
- Collateral Duty Safety Officer (CDSO) Training OSHA 600*
- Developing and Working with Friends Groups (OUT8113)
- DOI Integrated Charge Card Approver*
- EEO/Diversity*
- Field Training Program (FTP, Law Enforcement)*
- First Aid/CPR*
- Fire Extinguisher*
- Firefighter Safety Refresher Course*
- Innovative Approaches to Wildlife/Highway Interactions (TEC7189)
- Interagency Fire Management Leadership Course*
- Job Hazard Analysis*
- Land Environmental Site Assessments - Level I Procedures (TEC7174)
- Law Enforcement/Annual Law Enforcement Refresher*
- Land Management Police Training (LMPT, taken at FLETC)*
- Management of Oil & Gas Activities on National Wildlife Refuge System Lands (WLD7196)
- Management of Recreation Resources (RECM473D)
- Management of the Wilderness Resource (RECM472)
- Motorboat Operator Certification Course (MOCC) (SAF4102)
- Motorboat Operator Refresher Course - Web Based (SAF4R02)
- Principles of Integrated Pest Management (ECS3151)

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- Professional Responsibility Unit
- Refuge Comprehensive Conservation Planning (WLD2126)
- Refuge Officers Basic School (ROBS, Law Enforcement)*
- Restoration in Wilderness
- Rights-of-Way Habitat Management (Self-Study) (TEC7179)
- Safety Training for Supervisors/Managers*
- Sales Outlets: Beyond Bookstores (OUT8117)
- Service Asset Maintenance Management System (SAMMS) (TEC7191)
- Shorebird Ecology and Management (WLD2119)
- Specializing Fire Management*
- Supervisory Skills Development Program (NCTC Supervision & Management Training Program)*
- Volunteer Recruitment and Management (OUT8114)
- Waterfowl Ecology & Management (WLD2130)
- Wilderness Management Planning (RECM474)
- Wilderness Stewardship Training (Arthur Carhart National Wilderness Training)*

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GENERAL TRAINING COURSES

The following courses are not specific to refuge managers and are recommended to enhance career development by building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.

- Accessible Hunting & Fishing Opportunities (OUT8193)
- Adaptive Management (CSP3176)
- Advanced Plant Identification (ECS3130)
- Applied Plant Ecology (ECS3163)
- Applied Wetland Ecology (CSP3175)
- Applying Collaboration to Environmental Issues (LED5136)
- Balancing Nature & Commerce in Gateway Communities (OUT8115)
- Building Community Support (OUT8111)
- Congress and the Field Office (OUT8191)
- Conserving Natural Resources Through Interpretive Panels & Exhibits (OUT8145)
- Conserving Natural Resources Through Interpretive Writing (OUT8142)
- Critical Writing, Critical Thinking (ECS3167)
- Developing Festivals and Special Events (OUT8144)
- Digital Imaging Fundamentals for Resource Conservation (TEC7161)
- Effective Facilitation (LED5122)
- GIS Design for Natural Resource Lands Management (TEC7114)
- GIS Introduction for Conservation Professionals (TEC7112)
- GPS Introduction for Natural Resources Field Personnel (TEC7132)
- Grant Writing for Conservation (OUT8116)
- Habitat Restoration Techniques Workshop (ECS3147)
- Introduction to Interest-Based Negotiation (LED5102)
- Introduction to Interpretive Methods & Media (OUT8146)
- Introduction to Structured Decision Making (CSP3171)
- Introduction to Visitor Services (OUT8140)
- Natural Resource Communications Techniques and Technology (OUT8106)
- New Technologies for Fish and Wildlife Managers (TEC7102)
- Non-Game Wildlife Survey Techniques (WLD2128)
- Outreach Basics (OUT8104)

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- Public Participation & Informed Consent - Part I (OUT8127)
- Public Participation & Informed Consent - Part II (OUT8128)
- Survey and Monitoring for Non-Game Birds (WLD2120)
- The Role of Hunting in Wildlife Conservation & Management (OUT8192)
- Trail Management: Plans, Projects, and People (OUT8194)
- Wetland Plant Identification (ECS3107)
- Wilderness in the American Context (RECM471)
- Wildlife Handling Techniques (WLD2138)

APPENDIX E

REFUGE MANAGER TRAINING MATRIX

Appendix E: Refuge Manager Training Matrix

Refuge Managers can use this Training Matrix to find courses that address specific technical competencies. Courses are arranged by Fundamental, Situational, and General:

		Level			Refuge Manager Technical Competencies								
		Entry Level (GS-5/7/9)	Mid Level (GS-11/12)	Senior Level (GS-13/14)	Wildlife Biology & Ecology	Planning	Natural Resource Program Management	Habitat Management	Visitor Services	Facilities & Equipment Management	Realty/Land Management	Business Admin & Mgmt	
Fundamental Refuge Manager Training Courses													
Fundamental courses cover the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System and/or are required by statute, policy, etc. Please note that Supervision and Leadership training are also identified below but not connected here to technical competencies.													
WLD4308	Advanced Refuge Management Academy		X	X									X
LED6166	Advanced Supervision: Building on Experience		X	X									
LED6120	Applied Supervision	X	X										
LED6179	Coaching for Effective Performance	X	X	X									X
LED5199	Congressional Operations Seminar		X										
WLD2101	Conservation Biology: An Introduction	X	X		X								
OUT8110	Conservation Partnerships	X	X				X						X
OUT8118	Conservation Partnerships in Practice		X	X			X						X
WLD2117	Cultural Resources Overview	X	X				X						
LED6129	Effective Budgeting for Supervisors	X	X	X									X
LED6W08	Ethics for New Supervisors	X	X	X									
WLD2125	Habitat Management Planning	X	X			X		X					
Regional	Heavy Equipment Safety Training*	X	X	X						X			
LED6110	Human Element	X	X	X									
Non-NCTC	Incident Command System*	X	X	X									X
LED5128	Increasing your Personal Effectiveness	X	X	X									
On-line	Information technology Security Awareness Training*	X	X	X									X
ECS3121	Integrating NEPA into Agency Activities	X	X	X			X		X				
LED7176	Introduction to Management Skills	X	X	X									
WLD2139	Invasive Plant Management	X	X		X					X	X		
ECS2102	Migratory Bird Conservation - A Trust Responsibility	X					X						
WLD2122	Natural Resource Law	X	X	X			X				X		
Non-NCTC	Natural Resources Negotiation			X			X						
On-line	NoFEAR Act Training*	X	X	X									
DOI On-line	Privacy Act*	X	X	X									
LED6201	Project Leader Academy			X									
OUT8127	Public Participation & Informed Consent			X					X				
DOI On-line	Record Management*	X	X	X									X
WLD2113	Refuge Compatibility	X	X				X				X		
WLD4307	Refuge Management Academy	X				X	X	X	X		X	X	
LED6W06	Supervisory Pay and Leave Overview	X	X	X									
WLD2127	Wildlife Disease Monitoring Procedures	X			X								
Carhart	Wilderness Issues	X	X	X									
OUT8181	Working with the News Media		X						X				X

*Indicates that a course is mandatory as dictated by U.S. law or specific DOI/FWS requirements.

Appendix E: Refuge Manager Training Matrix

Situational Refuge Manager Training Courses		Refuge Manager Technical Competencies							
		Wildlife Biology & Ecology	Planning	Natural Resource Program Management	Habitat Management	Visitor Services	Facilities & Equipment Management	Realty/Land Management	Business Admin & Mgmt
	Aircraft Safety Training (online)						X		
	All Terrain Vehicle Operator						X		
	Bear Safety*			X					
	Collateral Duty Safety Officer (CDSO) Training OSHA 600*								X
OUT8113	Developing and Working with Friends Groups			X		X			X
	DOI Integrated Charge Card Approver*								
	Endangered Species Section 7 Training								
	EEO/Diversity*								X
	Field Training Program (FTP, Law Enforcement)*			X		X		X	
	First Aid/CPR*								X
	Fire Extinguisher*						X		
	Firefighter Safety Refresher Course*				X				
TEC7189	Innovative Approaches to Wildlife/Highway Interactions	X	X	X	X		X	X	
	Interagency Fire Management Leadership Course*				X				
	Job Hazard Analysis*								X
TEC7174	Land Environmental Site Assessments - Level I Procedures							X	
	Law Enforcement/Annual Law Enforcement Refresher*			X		X		X	
	Land Management Police Training (LMPT, taken at FLETC)*			X		X		X	
WLD7196	Management of Oil & Gas Activities on National Wildlife Refuge System Lands							X	
RECM473D	Management of Recreation Resources				X	X			
RECM472	Management of the Wilderness Resource			X		X			
SAF4102	Motorboat Operator Certification Course (MOCC)					X			
SAF4R02	Motorboat Operator Refresher Course - Web Based					X			
ECS3151	Principles of Integrated Pest Management				X				
	Professional Responsibility Unit								
WLD2126	Refuge Comprehensive Conservation Planning		X	X					
	Refuge Officers Basic School (ROBS)*			X		X		X	
	Restoration in Wilderness		X	X	X				
TEC7179	Rights-of-Way Habitat Management (Self-Study)		X		X				
OUT8117	Sales Outlets: Beyond Bookstores					X			X
TEC7191	Service Asset Maintenance Management System (SAMMS)						X		X
WLD2119	Shorebird Ecology and Management	X		X	X				
	Specializing Fire Management*				X				
	Supervisory Skills Development Program*								X
OUT8114	Volunteer Recruitment and Management					X			X
WLD2130	Waterfowl Ecology & Management	X							
	Wilderness Education and Interpretation		X	X		X			
RECM474	Wilderness Management Planning		X			X			
Carhart	Wilderness Stewardship Training			X	X	X			

*Indicates that a course is mandatory as dictated by U.S. law or specific DOI/FWS requirements.

Appendix E: Refuge Manager Training Matrix

		Refuge Manager Technical Competencies							
		Wildlife Biology & Ecology	Planning	Natural Resource Program Management	Habitat Management	Visitor Services	Facilities & Equipment Management	Realty/Land Management	Business Admin & Mgmt
<p style="text-align: center;">General Refuge Manager Training Courses</p> <p><u>General</u> courses are not specific to refuge management and are recommended to enhance career development by deepening skills/competencies and building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.</p>									
OUT8193	Accessible Hunting & Fishing Opportunities		X			X	X		X
CSP3176	Adaptive Management	X		X	X			X	
ECS3130	Advanced Plant Identification	X							
ECS3163	Applied Plant Ecology	X							
CSP3175	Applied Wetland Ecology	X			X				
LED5136	Applying Collaboration to Environmental Issues			X		X			X
OUT8115	Balancing Nature & Commerce in Gateway Communities			X				X	
OUT8111	Building Community Support			X		X			X
OUT8191	Congress and the Field Office					X			X
OUT8145	Conserving Natural Resources Through Interpretive Panels & Exhibits					X			
OUT8142	Conserving Natural Resources Through Interpretive Writing			X		X			
ECS3167	Critical Writing, Critical Thinking	X	X	X	X	X			
OUT8144	Developing Festivals and Special Events		X			X			
TEC7161	Digital Imaging Fundamentals for Resource Conservation			X					X
TEC7114	GIS Design for Natural Resource Lands Management			X	X		X	X	X
TEC7112	GIS Introduction for Conservation Professionals	X	X	X	X	X	X	X	X
TEC7132	GPS Introduction for Natural Resources Field Personnel	X		X	X	X	X	X	X
OUT8116	Grant Writing for Conservation		X						X
ECS3147	Habitat Restoration Techniques Workshop				X				
LED5102	Introduction to Interest-Based Negotiation			X		X			X
OUT8146	Introduction to Interpretive Methods & Media			X		X			
CSP3171	Introduction to Structured Decision Making		X	X					
OUT8140	Introduction to Visitor Services					X			
OUT8106	Natural Resource Communications Techniques and Technology			X		X			X
TEC7102	New Technologies for Fish and Wildlife Managers	X		X	X	X			X
WLD2128	Non-Game Wildlife Survey Techniques	X							
OUT8104	Outreach Basics					X			
OUT8127	Public Participation & Informed Consent - Part I			X		X			
OUT8128	Public Participation & Informed Consent - Part II			X		X			
WLD2120	Survey and Monitoring for Non-Game Birds	X							
OUT8192	The Role of Hunting in Wildlife Conservation & Management		X	X					
OUT8194	Trail Management: Plans, Projects, and People		X	X		X			
ECS3107	Wetland Plant Identification	X							
RECM471	Wilderness in the American Context					X			
WLD2138	Wildlife Handling Techniques	X				X			

APPENDIX F

REFUGE MANAGER EXPERIENTIAL LEARNING OPPORTUNITIES

Appendix F: Refuge Manager Experiential Learning Opportunities

Entry Level (GS-5/7/9) Recommended Experiential Learning Opportunities

At this level, the primary focus should be on gaining exposure to refuge manager technical competencies. Being a participant or member in an association/society/council and attending meetings and conferences is helpful for information gathering and networking to develop a solid knowledge base. On-the-job development assignments are paramount at this level to expose entry level refuge managers to the broad base of duties that refuge managers perform. The following are some examples of experiential learning opportunities that are appropriate at this level:

On-the-Job Developmental Opportunities (Details, Stretch Assignments, and Shadowing)

- Cross-program details (e.g., law enforcement, Migratory Bird program, banding assignments, waterfowl surveys)
- Details to other refuges with different environments/emphasis (e.g., wetland management district with a heavy easement workload; refuge in Alaska for experience with subsistence or wilderness related issues; refuge with a well established and active Volunteer or Public Use Program)
- Inter-agency fire assignments in a different organization/environment
- Assisting biologists with surveys outside normal activities/subject areas (e.g. big game, vegetative, aerial)
- Supervising/organizing interns, seasonals, or volunteers groups (e.g., Youth Conservation Corps, Boy/Girl Scouts)
- Overseeing/helping to plan annual events and working with the Friends group to plan events
- Overseeing construction projects (e.g., water control structure rehabilitation)
- Planning a small-scale habitat restoration project
- Writing sections of large plans or document (e.g., Comprehensive Conservation Plan or a management plan or grant application, NEPA document etc.)
- Preparing and coordinating a large purchase (i.e., developing the specifications and contract)
- Taking responsibility for a portion of the essential business management functions (e.g., reviewing payroll and time and attendance data; purchase card authority; and contracting, purchasing, and procurement)

Outreach Activities (Professional Associations/Societies, Conferences/Meetings, Partnerships, and Mentoring)

- Participating in professional associations/societies (e.g., The Wildlife Society, Fisheries Society, The Nature Conservancy (TNC), Society for Range Management, National Association of Environmental Educators)
- Participating or representing the refuge in local committees or councils (e.g., invasive weed council) to build relationships
- Attending annual/state/regional Wildlife Society Conferences and/or special topics conferences (e.g., endangered species, wetland laws)

Appendix F: Refuge Manager Experiential Learning Opportunities

Entry Level Experiential Learning Opportunities Continued

- Starting to develop partnerships with other offices, agencies, and organizations (e.g., working with FWS Ecological Services, The Nature Conservancy)
- Participating in developing partnerships for restoration (e.g., partnerships with Tribes, Ducks Unlimited, TNC, Pheasants Forever, Quality Deer Management, National Wild Turkey Federation, The Vital Ground Foundation, Weed and Pest Management Board Agencies etc.)
- Seeking out a mentor and/or participating in a formal mentoring program (e.g., Fire Mentoring Program)
- Participating in Toastmasters.

Appendix F: Refuge Manager Experiential Learning Opportunities

Mid Level (GS-11/12) Recommended Experiential Learning Opportunities

To enhance career development at the mid-level, refuge managers should take initiative to seek out learning opportunities that provide them with experience solving problems, resolving conflict, and engaging in difficult conversations. They should look for opportunities that allow them to gain experience dealing with the public (i.e., listening, communicating, and dealing with challenging situations); and outreach activities (e.g., attending conferences) that focus on networking and relationship building. Refuge managers at this level should also consider geographical change to gain exposure to different types of refuges, policies, procedures, and people. The following are some examples of experiential learning opportunities that are appropriate at this level:

On-the-Job Developmental Opportunities (Details, Stretch Assignments, and Shadowing Opportunities)

- Details at other field stations with different geographic and regional characteristics (e.g., refuge with a farming/agriculture program, refuges with forestry/timber management requirements)
- Cross-office/regional details to regional and national offices (e.g., Realty office to learn about land acquisition process; Law Enforcement to work with other officers, special agent group; work with DOI or regional water agency on water rights or water management issues; Planning office; Contaminants office, etc.)
- Cross-program details (e.g., Endangered Species)
- Details to another position (e.g., Deputy position)
- Working with the Fire Program (e.g., participating in off-station prescribed burns; working with the FMO to determine areas to be treated; taking on interagency wildfire assignments; serving as BAER team member; assisting other stations with writing fire plans)
- Writing and implementing a variety of management plans (e.g., Habitat Management, Fire Management plans etc.)
- Coordinating and assisting with the execution of long-term program plans in a variety of refuge management areas (e.g., interpretation programs and hunt plans, visitor services plans and programs)
- Working with engineering, contracting, and maintenance functions to oversee a construction or demolition project (e.g., supervising a maintenance crew, completing property/inventory assessments)
- Assisting with field work at a variety of diverse refuges
- Shadowing the regional office wildlife biologist or other senior staff for a few weeks
- Taking responsibility for managing core aspects of supervisory functions, such as personnel and staff performance

Appendix F: Refuge Manager Experiential Learning Opportunities

Mid Level Experiential Learning Opportunities Continued

Outreach Activities (Professional Associations/Societies, Conferences/Meetings, Partnerships, and Mentoring)

- Becoming a member of a professional association or society such as The Wildlife Society, Audubon Club, Wilderness Society, Conservation Biology, or Wildlife Federation
- Attending annual meetings and conferences such as Project Leaders Conference, Regional Chiefs meetings, hunt coordination meetings, meetings with state agencies, or specialized forums (e.g., Alaskan Forum on the Environment) to give presentations on special projects
- Representing the refuge at meetings of local civic organizations (e.g., Lions Club, Rotary Club, Chamber of Commerce, etc.) and/or at State and/or Congressional staff briefings
- Taking on a leadership role in a state or local chapter of a national association
- Giving presentations at public meetings on controversial topics (e.g., land acquisition, NEPA, public scoping)
- Participating in Toastmasters
- Working to create partnerships with other organizations (e.g., The Nature Conservancy, Ducks Unlimited, local park service, sportsmen's clubs) and other Federal agencies (e.g., NOAA Fisheries)
- Seeking out formal or informal mentoring engagements (e.g., mentoring by planning staff)

Appendix F: Refuge Manager Experiential Learning Opportunities

Senior Level (GS-13/14) Recommended Experiential Learning Opportunities

At the Senior Level, refuge managers should strive to seek out special assignments (e.g., national/regional/international projects) that provide a landscape level perspective and more interaction at higher levels of leadership. Senior level refuge managers should focus on mentoring and developing others while also seeking mentoring from leaders above (e.g., ARDs, Deputies) to further develop their leadership competencies. The following are some examples of experiential learning opportunities that are appropriate at this level:

On-the-Job Developmental Opportunities (Details, Stretch Assignments, Leadership Roles)

- Serving as a team/group leader or participant in national or regional teams and working groups (e.g., RONS, policy development, biological issues and initiatives)
- Participating in interagency planning, policy development, and negotiation meetings (e.g., developing and negotiating budget, natural resources issues, sensitive visitor access issues, and new policies to address national development processes)
- Taking on leadership roles such as participating in working groups, policy development, and complex tasks; taking on special projects/assignments (regional, national, international assignments); and/or chairing/leading a local organization
- Overseeing the development of long range plans and proposals (e.g., proposals for exchanging/acquiring land)
- International details (e.g., international affairs assignments)
- Details to regional offices and the headquarters in Washington, D.C.
- Job swaps (e.g., filling in for someone on extended leave/vacancy/temporary duty)
- Details to another agency (e.g., NGOs)
- Shadowing refuge supervisor positions and above (e.g., shadowing ARDs or Directorate members to Capital Hill)

Outreach Activities (Professional Associations/Societies, Conferences/Meetings, Partnerships, and Mentoring)

- Assisting in planning a national level conference (e.g., National Friends Conference, The Wildlife Society National Conference)
- Participating in conferences/meetings (e.g., Service/FWS National/Regional Conferences, Society of Conservation Biology, The Wildlife Society Regional/National, local conservation groups, state & local NGOs, etc.)
- Taking an active role in local conservation groups and professional societies such as The Wildlife Society, Ducks Unlimited, Society of Conservation Biology, etc.
- Actively seeking opportunities to speak or present at public and/or professional meetings
- Participating in Toastmasters
- Developing partnerships with regional and national organizations (e.g., Ducks Unlimited, TNC, Defenders of Wildlife, Environmental Defense), non-profits, scientific subject matter experts), Universities, and States agencies that manage funding sources
- Serving as a mentor or lower-graded employee
- Seeking out ARDs and Deputies (DRDs) to serve as a mentor and/or engaging in peer-to-peer networking/mentoring

APPENDIX G

**REFUGE MANAGER
CAREER GUIDES**

CAREER GUIDE #1

ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

I. INTRODUCTION

❖ Purpose of this Guide

This guide provides an overview of recommended developmental opportunities for entry-level appointees, including training and experiential learning. Refuge managers can use this guide to identify appropriate opportunities that promote development of the competencies required to be effective in their current role and to progress to the next career level. Refuge managers and their supervisors can also use this guide to identify appropriate inputs to their Individual Development Plan (IDP) to support individual development goals.

The training courses and experiential opportunities listed are recommendations designed to facilitate individual development planning and do not include all available developmental opportunities. Note that completing training and/or experiential learning assignments does not guarantee full knowledge or ability to perform the technical and interpersonal functions required for successful completion of refuge manager duties, and does not guarantee promotion.

❖ Typical Entry Level Refuge Manager Appointment

Entry/Trainee Level refuge managers typically hold trainee-level generalist or developmental positions and may be Assistant Refuge Managers at a small refuge. At this level, refuge managers should have basic knowledge and awareness of concepts and approaches for each of the core competencies. Their typical level of work generally includes project assignments that are small parts of larger functional responsibilities and they are given projects with increasing levels of responsibility as they gain more experience. Coordination is mostly with contacts internal to the refuge at this level. At the GS-9 level, refuge managers may supervise limited staff.



Reference: Standard Position Descriptions GS-485-05, GS-485-07 and GS-485-09

❖ Additional Career Development Resources

In addition to this guide, there are several other career development resources available to assist employees interested in a career as a refuge manager. These resources provide in-depth information about refuge manager competencies, training, and other developmental opportunities for all grade levels. For more information, reference:



[Refuge Manager Competency Model](#)



[Refuge Manager Training Guide](#)



[Refuge Manager Experiential Learning Opportunities](#)

CAREER GUIDE #1

ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

II. RECOMMENDED EXPERIENTIAL LEARNING OPPORTUNITIES

❖ Experiential Learning Overview

At the entry level, the primary focus should be on gaining exposure to refuge manager technical competencies. Being a participant or member in an association/society/council and attending meetings and conferences is helpful for information gathering and networking to develop a solid knowledge base. On-the-job development assignments are paramount at this level to expose entry level refuge managers to the broad base of duties that refuge managers perform. The following are some examples of experiential learning opportunities that are appropriate at this level:

❖ On-the-Job Developmental Opportunities

Developmental opportunities on-the-job include details/temporary assignments, stretch assignments and shadowing:

- ✓ Cross-program details (e.g., law enforcement, Migratory Bird program, banding assignments, waterfowl surveys)
- ✓ Details to other refuges with different environments/emphasis (e.g., wetland management district with a heavy easement workload; refuge in Alaska for experience with subsistence or wilderness related issues; refuge with a well established and active Volunteer or Public Use Program)
- ✓ Inter-agency fire assignments in a different organization/environment
- ✓ Assisting biologists with surveys outside normal activities/subject areas (e.g. big game, vegetative, aerial)
- ✓ Supervising/organizing interns, seasonals, or volunteers groups (e.g., Youth Conservation Corps, Boy/Girl Scouts)
- ✓ Overseeing/helping to plan annual events and working with the Friends group to plan events
- ✓ Overseeing construction projects (e.g., water control structure rehabilitation)
- ✓ Planning a small-scale habitat restoration project
- ✓ Writing sections of large plans or document (e.g., Comprehensive Conservation Plan or a management plan or grant application, NEPA document etc.)
- ✓ Preparing and coordinating a large purchase (i.e., developing the specifications and contract)
- ✓ Taking responsibility for a portion of the essential business management functions (e.g., reviewing payroll and time and attendance data; purchase card authority; and contracting, purchasing, and procurement)

CAREER GUIDE #1

ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

Experiential Learning Opportunities Continued

❖ **Outreach Activities**

Developmental outreach activities include participation in professional Associations/Societies, attendance and presentations at Conferences/Meetings, building and maintaining partnerships, and mentoring:

- ✓ Joining and participating in professional associations/societies (e.g., The Wildlife Society, Fisheries Society, The Nature Conservancy (TNC), Society for Range Management, National Association of Environmental Educators)
- ✓ Participating or representing the refuge in local committees or councils (e.g., invasive weed council) to build relationships
- ✓ Attending annual/state/regional Wildlife Society Conferences and/or special topics conferences (e.g., endangered species, wetland laws)
- ✓ Starting to develop partnerships with other offices, agencies, and organizations (e.g., working with FWS Ecological Services, The Nature Conservancy)
- ✓ Participating in developing partnerships for restoration (e.g., partnerships with Tribes, Ducks Unlimited, TNC, Pheasants Forever, Quality Deer Management, National Wild Turkey Federation, The Vital Ground Foundation, Weed and Pest Management Board Agencies etc.)
- ✓ Seeking out a mentor and/or participating in a formal mentoring program (e.g., Fire Mentoring Program)
- ✓ Participating in Toastmasters

CAREER GUIDE #1

ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

III. RECOMMENDED TRAINING OPPORTUNITIES

❖ Training Guidance

The following training courses are intended to serve as a guide for refuge managers to support career development. Courses are arranged by priority level: **Fundamental, Situational, and General**. Refuge managers should start by reviewing fundamental courses as these topics address the competencies common across the refuge management discipline. Refuge managers should refer to *Refuge Manager Training Matrix* for assistance in finding courses that address specific technical competencies (e.g., Wildlife Biology & Ecology, Planning).

The majority of the courses listed are offered through the National Conservation Training Center (NCTC). Others are offered through training programs such as Arthur Carhart National Wilderness Training Center and Natural Resource Conservation Service and/or sponsored by other divisions of the Fish and Wildlife Service or Federal Agencies and interagency cooperatives. For more information, refuge managers can access NCTC's website at <http://training.fws.gov/> or contact the Center directly by calling 304.876.1600.

❖ Fundamental Training Courses

*The following courses address the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System. The courses listed below are recommended as fundamental for all entry level refuge managers. Courses indicated by an * are required by U.S. law and/or dictated by DOI/FWS policy, and are mandatory at all levels.*

- Conservation Biology: An Introduction (WLD2101)
- Conservation Partnerships (OUT8110)
- Cultural Resources Overview (WLD2117)
- Habitat Management Planning (WLD2125)
- Heavy Equipment Safety Training*
- Incident Command System*
- Information Technology Security Awareness Training*
- Integrating NEPA into Agency Activities (ECS3121)
- Invasive Plant Management (WLD2139)
- Migratory Bird Conservation - A Trust Responsibility (ECS2102)
- Natural Resource Law (WLD2122)
- NoFEAR Act Training*
- Privacy Act*
- Refuge Compatibility (WLD2113)
- Records Management*
- Refuge Management Academy (WLD4307)
- Safety Management Information System (SMIS)*
- Wilderness Issues*

CAREER GUIDE #1

ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

❖ Fundamental Supervision and Leadership Training

Since effective supervision is fundamental to refuge management, refuge managers should focus on developing supervisory skills as they progress in their careers. Refuge managers are required to take supervisory training within one year of initial appointment as a supervisor.

Refuge managers can access NCTC's Branch of Conservation Leadership and Employee Development (<http://training.fws.gov/branchsites/LED/OurTraining.htm>) for further information. The courses listed below are designed to address supervision/management and leadership developmental needs.

Supervision & Management Training Courses

- Applied Supervision (LED6102)
- Effective Budgeting for Supervisors and Managers (LED6129)
- Introduction to Management Skills (LED6176)
- Coaching for Effective Performance (LED6179)
- Ethics for New Supervisors (LED6W05)
- Supervisory Pay and Leave Overview (LED6W06)



<http://training.fws.gov/branchsites/LED/SupervisionandManagementTraining.htm>

Leadership Training Courses

- Increasing Your Personal Effectiveness (LED5128)
- The Leadership Challenge (LED6109)
- Human Element (LED6110)
- Introduction to Management Skills (LED6176)
- Coaching for Effective Performance (LED6179)



<http://training.fws.gov/branchsites/LED/LeadershipTraining.htm>

❖ Situational Training Courses

*The following courses should be taken if situational characteristics dictate a requirement or recommendation for specific technical training. All courses listed are appropriate to be taken at any career level or as specific technical requirements arise. An * indicates that a course is mandatory as dictated by U.S. law or specific DOI/FWS requirements. Mandatory training is often function-specific, e.g., required for law enforcement, fire management, wilderness decision making, and equipment use (e.g., all terrain vehicle/cycles). For further information, refuge managers can reference <http://training.fws.gov/MandatoryTraining.html>.*

- Aircraft Safety Training*
- All Terrain Vehicle/Cycles (ATV/ATC)*
- Annual Fire Management Refresher*
- Bear Safety*
- Collateral Duty Safety Officer (CDSO) Training OSHA 600*
- Developing and Working with Friends Groups (OUT8113)
- DOI Integrated Charge Card Approver*

CAREER GUIDE #1 ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

- EEO/Diversity*
- Field Training Program (FTP, Law Enforcement)*
- First Aid/CPR*
- Fire Extinguisher*
- Firefighter Safety Refresher Course*
- Innovative Approaches to Wildlife/Highway Interactions (TEC7189)
- Interagency Fire Management Leadership Course*
- Job Hazard Analysis*
- Land Environmental Site Assessments - Level I Procedures (TEC7174)
- Law Enforcement/Annual Law Enforcement Refresher*
- Management of Oil & Gas Activities on National Wildlife Refuge System Lands (WLD7196)
- Management of Recreation Resources (RECM473D)
- Management of the Wilderness Resource (RECM472)
- Motorboat Operator Certification Course (MOCC) (SAF4102)
- Motorboat Operator Refresher Course - Web Based (SAF4R02)
- Principles of Integrated Pest Management (ECS3151)
- Professional Responsibility Unit
- Refuge Comprehensive Conservation Planning (WLD2126)
- Refuge Officers Basic School (ROBS, Law Enforcement)*
- Rights-of-Way Habitat Management (Self-Study) (TEC7179)
- Restoration in Wilderness
- Safety Training for Supervisors/Managers*
- Sales Outlets: Beyond Bookstores (OUT8117)
- Service Asset Maintenance Management System (SAMMS) (TEC7191)
- Shorebird Ecology and Management (WLD2119)
- Specializing Fire Management*
- Supervisory Skills Development Program*
- Volunteer Recruitment and Management (OUT8114)
- Waterfowl Ecology & Management (WLD2130)
- Wilderness Management Planning (RECM474)
- Wilderness Stewardship Training (Arthur Carhart National Wilderness Training)*

❖ General Training Courses

The following courses are not specific to refuge managers and are recommended to enhance career development by building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.

- Accessible Hunting & Fishing Opportunities (OUT8193)
- Adaptive Management (CSP3176)
- Advanced Plant Identification (ECS3130)
- Applied Plant Ecology (ECS3163)
- Applied Wetland Ecology (CSP3175)
- Applying Collaboration to Environmental Issues (LED5136)
- Balancing Nature & Commerce in Gateway Communities (OUT8115)
- Building Community Support (OUT8111)

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ENTRY LEVEL (GS-5/7/9) REFUGE MANAGER

- Congress and the Field Office (OUT8191)
- Conserving Natural Resources Through Interpretive Panels & Exhibits (OUT8145)
- Conserving Natural Resources Through Interpretive Writing (OUT8142)
- Critical Writing, Critical Thinking (ECS3167)
- Developing Festivals and Special Events (OUT8144)
- Digital Imaging Fundamentals for Resource Conservation (TEC7161)
- Effective Facilitation (LED5122)
- GIS Design for Natural Resource Lands Management (TEC7114)
- GIS Introduction for Conservation Professionals (TEC7112)
- GPS Introduction for Natural Resources Field Personnel (TEC7132)
- Grant Writing for Conservation (OUT8116)
- Habitat Restoration Techniques Workshop (ECS3147)
- Introduction to Interest-Based Negotiation (LED5102)
- Introduction to Interpretive Methods & Media (OUT8146)
- Introduction to Structured Decision Making (CSP3171)
- Introduction to Visitor Services (OUT8140)
- Natural Resource Communications Techniques and Technology (OUT8106)
- New Technologies for Fish and Wildlife Managers (TEC7102)
- Non-Game Wildlife Survey Techniques (WLD2128)
- Outreach Basics (OUT8104)
- Public Participation & Informed Consent - Part I (OUT8127)
- Public Participation & Informed Consent - Part II (OUT8128)
- Survey and Monitoring for Non-Game Birds (WLD2120)
- The Role of Hunting in Wildlife Conservation & Management (OUT8192)
- Trail Management: Plans, Projects, and People (OUT8194)
- Wetland Plant Identification (ECS3107)
- Wilderness in the American Context (RECM471)
- Wildlife Handling Techniques (WLD2138)

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

I. INTRODUCTION

❖ Purpose of this Guide

This guide provides an overview of recommended developmental opportunities for mid-level appointees, including training and experiential learning. Refuge managers can use this guide to identify appropriate opportunities that promote development of the competencies required to be effective in their current role and to progress to the next career level. Refuge managers and their supervisors can also use this guide to identify appropriate inputs to their Individual Development Plan (IDP) to support individual development goals.

The training courses and experiential opportunities listed are recommendations designed to facilitate individual development planning and do not include all available developmental opportunities. Note that completing training and/or experiential learning assignments does not guarantee full knowledge or ability to perform the technical and interpersonal functions required for successful completion of refuge manager duties, and does not guarantee promotion.

❖ Typical Mid Level Refuge Manager Appointment

Typical positions at this level include Deputy Refuge Manager or Assistant Refuge Manager at a large stand-alone refuge, Refuge Manager at a smaller stand-alone refuge, or station refuge manager in a refuge complex. These Refuge Managers are highly involved in day-to-day operations in all of the key functions of refuge management. Depending on position, they may or may not have direct oversight of all functional areas, but likely oversee staff in the key functions (e.g., Wildlife & Habitat Management, Visitor Services, and Facilities & Equipment Management) and coordinate with internal and external contacts, including local partners and state agencies.



Reference: Standard Position Descriptions GS-485-11 and GS-485-12

❖ Additional Career Development Resources

In addition to this guide, there are several other career development resources available to assist employees interested in a career as a refuge manager. These resources provide in-depth information about refuge manager competencies, training, and other developmental opportunities for all grade levels. For more information, reference:



[Refuge Manager Competency Model](#)



[Refuge Manager Training Guide](#)



[Refuge Manager Experiential Learning Opportunities](#)

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

II. RECOMMENDED EXPERIENTIAL LEARNING OPPORTUNITIES

❖ Experiential Learning Overview

To enhance career development at the mid-level, refuge managers should take initiative to seek out learning opportunities that provide them with experience solving problems, resolving conflict, and engaging in difficult conversations. They should look for opportunities that allow them to gain experience dealing with the public (i.e., listening, communicating, and dealing with challenging situations); and outreach activities (e.g., attending conferences) that focus on networking and relationship building. Refuge managers at this level should also consider geographical change to gain exposure to different types of refuges, policies, procedures, and people. The following are some examples of experiential learning opportunities that are appropriate at this level:

❖ On-the-Job Developmental Opportunities

Developmental opportunities on-the-job include details/temporary assignments, stretch assignments and shadowing:

- ✓ Details at other field stations with different geographic and regional characteristics (e.g., refuge with a farming/agriculture program, refuges with forestry/timber management requirements)
- ✓ Cross-office/regional details to regional and national offices (e.g., Realty office to learn about land acquisition process; Law Enforcement to work with other officers, special agent group; work with DOI or regional water agency on water rights or water management issues; Planning office; Contaminants office, etc.)
- ✓ Cross-program details (e.g., Endangered Species)
- ✓ Details to another position (e.g., Deputy position)
- ✓ Working with the Fire Program (e.g., participating in off-station prescribed burns; working with the FMO to determine areas to be treated; taking on interagency wildfire assignments; serving as BAER team member; assisting other stations with writing fire plans)
- ✓ Writing and implementing a variety of management plans (e.g., Habitat Management, Fire Management plans etc.)
- ✓ Coordinating and assisting with the execution of long-term program plans in a variety of refuge management areas (e.g., interpretation programs and hunt plans, visitor services plans and programs)
- ✓ Working with engineering, contracting, and maintenance functions to oversee a construction or demolition project (e.g., supervising a maintenance crew, completing property/inventory assessments)
- ✓ Taking responsibility for managing core aspects of supervisory functions, such as personnel and staff performance
- ✓ Assisting with field work at a variety of diverse refuges
- ✓ Shadowing the regional office wildlife biologist or other senior staff for a few weeks

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

Experiential Learning Opportunities Continued

❖ Outreach Activities

Developmental outreach activities include participation in professional Associations/Societies, attendance and presentations at Conferences/Meetings, building and maintaining partnerships, and mentoring:

- ✓ Becoming a member of a professional association or society such as The Wildlife Society, Audubon Club, Wilderness Society, Conservation Biology, or Wildlife Federation
- ✓ Attending annual meetings and conferences such as Project Leaders Conference, Regional Chiefs meetings, hunt coordination meetings, meetings with state agencies, or specialized forums (e.g., Alaskan Forum on the Environment) to give presentations on special projects
- ✓ Representing the refuge at meetings of local civic organizations (e.g., Lions Club, Rotary Club, Chamber of Commerce, etc.) and/or at State and/or Congressional staff briefings
- ✓ Taking on a leadership role in a state or local chapter of a national association
- ✓ Giving presentations at public meetings on controversial topics (e.g., land acquisition, NEPA, public scoping)
- ✓ Participating in Toastmasters
- ✓ Working to create partnerships with other organizations (e.g., The Nature Conservancy, Ducks Unlimited, local park service, sportsmen's clubs) and other Federal agencies (e.g., NOAA Fisheries)
- ✓ Seeking out formal or informal mentoring engagements (e.g., mentoring by planning staff)

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

III. RECOMMENDED TRAINING OPPORTUNITIES

❖ Training Guidance

The following training courses are intended to serve as a guide for refuge managers to support career development. Courses are arranged by priority level: **Fundamental, Situational, and General**. Refuge managers should start by reviewing fundamental courses as these topics address the competencies common across the refuge management discipline. Refuge managers should refer to *Refuge Manager Training Matrix* for assistance in finding courses that address specific technical competencies (e.g., Wildlife Biology & Ecology, Planning).

The majority of the courses listed are offered through the National Conservation Training Center (NCTC). Others are offered through training programs such as Arthur Carhart National Wilderness Training Center and Natural Resource Conservation Service and/or sponsored by other divisions of the Fish and Wildlife Service or Federal Agencies and interagency cooperatives. For more information, refuge managers can access NCTC's website at <http://training.fws.gov/> or contact the Center directly by calling 304.876.1600.

❖ Fundamental Training Courses

*The following courses address the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System. The courses listed below are recommended as fundamental for all mid level refuge managers. Courses indicated by an * are required by U.S. law and/or dictated by DOI/FWS policy, and are mandatory at all levels.*

- Advanced Refuge Management Academy (WLD4308)
- Congressional Operations Seminar (LED5119)
- Conservation Biology: An Introduction (WLD2101)
- Conservation Partnerships (OUT8110)
- Conservation Partnerships in Practice (OUT8118)
- Cultural Resources Overview (WLD2117)
- Habitat Management Planning (WLD2125)
- Heavy Equipment Safety Training*
- Incident Command System*
- Information Technology Security Awareness Training*
- Integrating NEPA into Agency Activities (ECS3121)
- Invasive Plant Management (WLD2139)
- Natural Resource Law (WLD2122)
- NoFEAR Act Training*
- Privacy Act*
- Refuge Compatibility (WLD2113)
- Records Management*
- Safety Management Information System (SMIS)*
- Wilderness Issues*
- Working with the News Media (OUT8181)


CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

❖ Fundamental Supervision and Leadership Training


Since effective supervision is fundamental to refuge management, refuge managers should focus on developing supervisory skills as they progress in their careers. Refuge managers are required to take supervisory training within one year of initial appointment as a supervisor.

Refuge managers can access NCTC's Branch of Conservation Leadership and Employee Development (<http://training.fws.gov/branchsites/LED/OurTraining.htm>) for further information. The courses listed below are designed to address supervision/management and leadership developmental needs.

Supervision & Management Training Courses

- Applied Supervision (LED6102)
 - Effective Budgeting for Supervisors and Managers (LED6129)
 - Advanced Supervision: Building on Experience (LED6166)
 - Project Leader Academy (LED6201)
 - Introduction to Management Skills (LED6176)
 - Coaching for Effective Performance (LED6179)
 - Ethics for New Supervisors (LED6W05)
 - Supervisory Pay and Leave Overview (LED6W06)
-  <http://training.fws.gov/branchsites/LED/SupervisionandManagementTraining.htm>

Leadership Training Courses

- Increasing Your Personal Effectiveness (LED5128)
 - Stepping Up to Leadership (SUTL) (LED6072)
 - The Leadership Challenge (LED6109)
 - Human Element (LED6110)
 - Introduction to Management Skills (LED6176)
 - Coaching for Effective Performance (LED6179)
 - Project Leader Academy (LED6201)
-  <http://training.fws.gov/branchsites/LED/LeadershipTraining.htm>

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

❖ Situational Training Courses

*The following courses should be taken if situational characteristics dictate a requirement or recommendation for specific technical training. All courses listed are appropriate to be taken at any career level or as specific technical requirements arise. An * indicates that a course is mandatory as dictated by U.S. law or specific DOI/FWS requirements. Mandatory training is often function-specific, e.g., required for law enforcement, fire management, wilderness decision making, and equipment use (e.g., all terrain vehicle/cycles). For further information, refuge managers can reference <http://training.fws.gov/MandatoryTraining.html>.*

- Aircraft Safety Training*
- All Terrain Vehicle/Cycles (ATV/ATC)*
- Annual Fire Management Refresher*
- Bear Safety*
- Collateral Duty Safety Officer (CDSO) Training OSHA 600*
- Developing and Working with Friends Groups (OUT8113)
- DOI Integrated Charge Card Approver*
- EEO/Diversity*
- Field Training Program (FTP, Law Enforcement)*
- First Aid/CPR*
- Fire Extinguisher*
- Firefighter Safety Refresher Course*
- Innovative Approaches to Wildlife/Highway Interactions (TEC7189)
- Interagency Fire Management Leadership Course*
- Job Hazard Analysis*
- Land Environmental Site Assessments - Level I Procedures (TEC7174)
- Law Enforcement/Annual Law Enforcement Refresher*
- Management of Oil & Gas Activities on National Wildlife Refuge System Lands (WLD7196)
- Management of Recreation Resources (RECM473D)
- Management of the Wilderness Resource (RECM472)
- Motorboat Operator Certification Course (MOCC) (SAF4102)
- Motorboat Operator Refresher Course - Web Based (SAF4R02)
- Principles of Integrated Pest Management (ECS3151)
- Professional Responsibility Unit
- Refuge Comprehensive Conservation Planning (WLD2126)
- Refuge Officers Basic School (ROBS, Law Enforcement)*
- Rights-of-Way Habitat Management (Self-Study) (TEC7179)
- Restoration in Wilderness
- Safety Training for Supervisors/Managers*
- Sales Outlets: Beyond Bookstores (OUT8117)
- Service Asset Maintenance Management System (SAMMS) (TEC7191)
- Shorebird Ecology and Management (WLD2119)
- Specializing Fire Management*
- Supervisory Skills Development Program*
- Volunteer Recruitment and Management (OUT8114)
- Waterfowl Ecology & Management (WLD2130)

CAREER GUIDE #2 MID LEVEL (GS-11/12) REFUGE MANAGER

- Wilderness Management Planning (RECM474)
- Wilderness Stewardship Training (Arthur Carhart National Wilderness Training)*

❖ General Training Courses

The following courses are not specific to refuge managers and are recommended to enhance career development by building upon Fundamental or Situational training. These courses are appropriate to be taken at any career level.

- Accessible Hunting & Fishing Opportunities (OUT8193)
- Adaptive Management (CSP3176)
- Advanced Plant Identification (ECS3130)
- Applied Plant Ecology (ECS3163)
- Applied Wetland Ecology (CSP3175)
- Applying Collaboration to Environmental Issues (LED5136)
- Balancing Nature & Commerce in Gateway Communities (OUT8115)
- Building Community Support (OUT8111)
- Congress and the Field Office (OUT8191)
- Conserving Natural Resources Through Interpretive Panels & Exhibits (OUT8145)
- Conserving Natural Resources Through Interpretive Writing (OUT8142)
- Critical Writing, Critical Thinking (ECS3167)
- Developing Festivals and Special Events (OUT8144)
- Digital Imaging Fundamentals for Resource Conservation (TEC7161)
- Effective Facilitation (LED5122)
- GIS Design for Natural Resource Lands Management (TEC7114)
- GIS Introduction for Conservation Professionals (TEC7112)
- GPS Introduction for Natural Resources Field Personnel (TEC7132)
- Grant Writing for Conservation (OUT8116)
- Habitat Restoration Techniques Workshop (ECS3147)
- Introduction to Interest-Based Negotiation (LED5102)
- Introduction to Interpretive Methods & Media (OUT8146)
- Introduction to Structured Decision Making (CSP3171)
- Introduction to Visitor Services (OUT8140)
- Natural Resource Communications Techniques and Technology (OUT8106)
- New Technologies for Fish and Wildlife Managers (TEC7102)
- Non-Game Wildlife Survey Techniques (WLD2128)
- Outreach Basics (OUT8104)
- Public Participation & Informed Consent - Part I (OUT8127)
- Public Participation & Informed Consent - Part II (OUT8128)
- Survey and Monitoring for Non-Game Birds (WLD2120)
- The Role of Hunting in Wildlife Conservation & Management (OUT8192)
- Trail Management: Plans, Projects, and People (OUT8194)
- Wetland Plant Identification (ECS3107)
- Wilderness in the American Context (RECM471)
- Wildlife Handling Techniques (WLD2138)

CAREER GUIDE #3

SENIOR LEVEL (GS-13/14) REFUGE MANAGER

I. INTRODUCTION

❖ Purpose of this Guide

This guide provides an overview of recommended developmental opportunities for senior level appointees, including training and experiential learning. Refuge managers can use this guide to identify appropriate opportunities that promote development of the competencies required to be effective in their current role and to progress to the next career level. Refuge managers and their supervisors can also use this guide to identify appropriate inputs to their Individual Development Plan (IDP) to support individual development goals.

The training courses and experiential opportunities listed are recommendations designed to facilitate individual development planning and do not include all available developmental opportunities. Note that completing training and/or experiential learning assignments does not guarantee full knowledge or ability to perform the technical and interpersonal functions required for successful completion of refuge manager duties, and does not guarantee promotion.

❖ Typical Senior Level Refuge Manager Appointment

Senior Level refuge managers typically hold positions such as Refuge Manager or Deputy Wildlife Manager at a large stand-alone refuge or Refuge Complex Manager over two or more refuges. At the senior level, refuge managers are expected to have oversight and accountability and the ability to make decisions in complex situations with no precedent as well as provide advice. Senior level managers are expected to provide guidance to staff in key functional areas, including employee development, and are responsible for supervising and overseeing the operations in all of the key functions of refuge management. In addition to the above duties, senior level managers typically make decisions about resources, priorities, and staffing. They are expected to coordinate with internal and external contacts, including the media and local elected officials.



Reference: Standard Position Descriptions GS-485-13 and GS-485-14

❖ Additional Career Development Resources

In addition to this guide, there are several other career development resources available to assist employees interested in a career as a refuge manager. These resources provide in-depth information about refuge manager competencies, training, and other developmental opportunities for all grade levels. For more information, reference:



Refuge Manager Competency Model



Refuge Manager Training Guide



Refuge Manager Experiential Learning Opportunities

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II. RECOMMENDED EXPERIENTIAL LEARNING OPPORTUNITIES

❖ Experiential Learning Overview

At the Senior Level, refuge managers should strive to seek out special assignments (e.g., national/regional/international projects) that provide a landscape level perspective and more interaction at higher levels of leadership. Senior level refuge managers should focus on mentoring and developing others while also seeking mentoring from leaders above (e.g., ARDs, Deputies) to further develop their leadership competencies. The following are some examples of experiential learning opportunities that are appropriate at this level:

❖ On-the-Job Developmental Opportunities

Developmental opportunities on-the-job include details/temporary assignments, stretch assignments and shadowing:

- ✓ Serving as a team/group leader or participant in national or regional teams and working groups (e.g., RONS, policy development, biological issues and initiatives)
- ✓ Participating in interagency planning, policy development, and negotiation meetings (e.g., developing and negotiating budget, natural resources issues, sensitive visitor access issues, and new policies to address national development processes)
- ✓ Taking on leadership roles such as participating in working groups, policy development, and complex tasks; taking on special projects/assignments (regional, national, international assignments); and/or chairing/leading a local organization
- ✓ Overseeing the development of long range plans and proposals (e.g., proposals for exchanging/acquiring land)
- ✓ International details (e.g., international affairs assignments)
- ✓ Details to regional offices and the headquarters in Washington, D.C.
- ✓ Job swaps (e.g., filling in for someone on extended leave/vacancy/temporary duty)
- ✓ Details to another agency (e.g., NGOs)
- ✓ Shadowing refuge supervisor positions and above (e.g., shadowing ARDs or Directorate members to Capital Hill)

❖ Outreach Activities

Developmental outreach activities include participation in professional Associations/Societies, attendance and presentations at Conferences/Meetings, building and maintaining partnerships, and mentoring:

- ✓ Assisting in planning a national level conference (e.g., National Friends Conference, The Wildlife Society National Conference)
- ✓ Participating in conferences/meetings (e.g., Service/FWS National/Regional Conferences, Society of Conservation Biology, The Wildlife Society Regional/National, local conservation groups, state & local NGOs, etc.)

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SENIOR LEVEL (GS-13/14) REFUGE MANAGER

Experiential Learning Opportunities Continued

- ✓ Taking an active role in local conservation groups and professional societies such as The Wildlife Society, Ducks Unlimited, Society of Conservation Biology, etc.
- ✓ Actively seeking opportunities to speak or present at public and/or professional meetings
- ✓ Participating in Toastmasters
- ✓ Developing partnerships with regional and national organizations (e.g., Ducks Unlimited, TNC, Defenders of Wildlife, Environmental Defense), non-profits, scientific subject matter experts, Universities, and States agencies that manage funding sources
- ✓ Serving as a mentor to lower-graded employees
- ✓ Seeking out ARDs and Deputies (DRDs) to serve as a mentor and/or engaging in peer-to-peer networking/mentoring

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III. RECOMMENDED TRAINING OPPORTUNITIES

❖ Training Guidance

The following training courses are intended to serve as a guide for refuge managers to support career development. Courses are arranged by priority level: **Fundamental, Situational, and General**. Refuge managers should start by reviewing fundamental courses as these topics address the competencies common across the refuge management discipline. Refuge managers should refer to *Refuge Manager Training Matrix* for assistance in finding courses that address specific technical competencies (e.g., Wildlife Biology & Ecology, Planning).

The majority of the courses listed are offered through the National Conservation Training Center (NCTC). Others are offered through training programs such as Arthur Carhart National Wilderness Training Center and Natural Resource Conservation Service and/or sponsored by other divisions of the Fish and Wildlife Service or Federal Agencies and interagency cooperatives. For more information, refuge managers can access NCTC's website at <http://training.fws.gov/> or contact the Center directly by calling 304.876.1600.

❖ Fundamental Training Courses

*The following courses address the competencies most commonly needed to navigate a successful career in the refuge management discipline across the National Wildlife Refuge System. The courses listed below are recommended as fundamental for all senior level refuge managers. Courses indicated by an * are required by U.S. law and/or dictated by DOI/FWS policy, and are mandatory at all levels.*

- Advanced Refuge Management Academy (WLD4308)
- Conservation Partnerships in Practice (OUT8118)
- Heavy Equipment Safety Training*
- Incident Command System*
- Information Technology Security Awareness Training*
- Integrating NEPA into Agency Activities (ECS3121)
- Natural Resource Law (WLD2122)
- Natural Resource Negotiation
- NoFEAR Act Training*
- Privacy Act*
- Public Participation & Informed Consent (OUT8127)
- Records Management*
- Safety Management Information System (SMIS)*
- Wilderness Issues*


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❖ Fundamental Supervision and Leadership Training


Since effective supervision is fundamental to refuge management, refuge managers should focus on developing supervisory skills as they progress in their careers. Refuge managers are required to take supervisory training within one year of initial appointment as a supervisor.

Refuge managers can access NCTC's Branch of Conservation Leadership and Employee Development (<http://training.fws.gov/branchsites/LED/OurTraining.htm>) for further information. The courses listed below are designed to address supervision/management and leadership developmental needs.

Supervision & Management Training Courses

- Applied Supervision (LED6102)
 - Effective Budgeting for Supervisors and Managers (LED6129)
 - Advanced Supervision: Building on Experience (LED6166)
 - Project Leader Academy (LED6201)
 - Introduction to Management Skills (LED6176)
 - Coaching for Effective Performance (LED6179)
 - Ethics for New Supervisors (LED6W05)
 - Supervisory Pay and Leave Overview (LED6W06)
-  <http://training.fws.gov/branchsites/LED/SupervisionandManagementTraining.htm>

Leadership Training Courses

- Increasing Your Personal Effectiveness (LED5128)
 - Advanced Leadership Development Program (ALDP) (LED6078)
 - The Leadership Challenge (LED6109)
 - Human Element (LED6110)
 - Introduction to Management Skills (LED6176)
 - Coaching for Effective Performance (LED6179)
 - Project Leader Academy (LED6201)
-  <http://training.fws.gov/branchsites/LED/LeadershipTraining.htm>

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❖ Situational Training Courses

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- Sales Outlets: Beyond Bookstores (OUT8117)
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- Specializing Fire Management*
- Supervisory Skills Development Program*
- Volunteer Recruitment and Management (OUT8114)
- Waterfowl Ecology & Management (WLD2130)

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SENIOR LEVEL (GS-13/14) REFUGE MANAGER

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- Wilderness Stewardship Training (Arthur Carhart National Wilderness Training)*

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