

**Federal Aviation Administration
Center for Management and Executive Leadership**

COURSE OFFERINGS

July 2012

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Updated schedule information can be found
on our website www.cmef.faa.gov under **SCHEDULES**
or on eLMS at <https://elms.faa.gov>.

Deliveries for standard or customized offerings are provided by request
through a fee-for-service partnership.
Please contact **FAA Program Manager** at **(386) 446-7154** for availability.

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Please contact **FAA Program Manager** at **(386) 446-7154** for availability.

Advanced Employee and Labor Relations (AELR)

COURSE NUMBER **FAA01200025**

For information about this course, contact:
Cindy Wheeler, AHL-100, (202) 493-4626

DESCRIPTION AND LEARNING STRATEGY

Advanced Employee and Labor Relations is a program designed to provide increased depth of knowledge and skills on key topics for Labor/Employee Relations Specialists. These topics focus on the skills necessary to deal with more complex and difficult labor or employee relations issues.

This highly interactive program features: lecture, facilitated discussion, small group activities, and skill demonstration.

Course topics, led by FAA subject matter experts, include effective charge writing, handling drug/alcohol cases, the Back Pay Act, attorney fees, writing a winning arbitration brief, review of the top cases for labor and employee relations, rights and protections provided for whistle blowers, effective settlement agreements, determining whether a proposal is negotiable, understanding protected union activity, and effective position statements for ULPs.

OBJECTIVES

Successful completion of this course will enable participants to:

- Write charges that are defensible in any appellant forum.
- Determine appropriate corrective action.
- Apply factors to consider in determining appropriate corrective action.
- Identify which policy provisions apply to an employee in drug and alcohol situations.
- Explain the proper application of the Back Pay Act.
- Determine how and when attorney fees are appropriate.
- Write an effective arbitration brief that supports the Agency position.
- Interpret the top labor and employee relations cases.
- Recognize and apply the rights and protections provided for whistle blowers.
- Determine appropriate settlement provisions.
- Effectively defend negotiability appeals before the FLRA.
- Illustrate the rights and boundaries of Protected Union Activity.
- Write effective Agency position statements for ULP charges.

KEY COMPETENCIES

- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Developing Talent
- Problem Solving

CLASS SIZE

20 participants

LENGTH 4½ days
(Monday 8:00 a.m. –
Friday 12:00 noon)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Delivery is scheduled
through AHL – for schedule
call (202) 385-6176.

WHO SHOULD ATTEND

Experienced Labor and
Employee Relations
Specialists

ENROLLMENT

Contact Betty Rose at
(202) 385-6176

PREREQUISITE

At least 2 years of L/ER
experience or training

PRECOURSE

Precourse assignments will
be sent upon enrollment.

RELATED COURSES

Arbitration Advocacy
(FAA01297)

Labor Relations for
Practitioners:
Collective Bargaining
(FAA14000004)

Conduct and Discipline:
Building a Winning Case
(FAA14000003)

Preparing to Present
to the Authority
(FAA01200004)

Advanced Facilitator Workshop (AFW)

COURSE NUMBER **FAA01200041**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

The Advanced Facilitator Workshop is designed for those who serve as internal facilitators. The course provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems and facilitating systemic organizational change. Through classroom simulations and application exercises, participants will practice skills in forming a consulting relationship, working with a stakeholder organization, and closing the relationship as appropriate. The course is designed for experienced facilitators who have completed the Facilitator Training Course (FAA01523) or are actively facilitating groups.

OBJECTIVES

- Identify roles and values and self-assess foundational abilities as a facilitator.
- Receive and give feedback.
- Recognize that values, attitudes, biases, and prejudices impact decision making and effectiveness of teams.
- Model behaviors that are appropriate as facilitators.
- Understand Organization Development dynamics and intervention models.
- Evaluate and prescribe an appropriate problem solving strategy and/or conflict resolution intervention.
- Develop strategies for influencing groups.
- Facilitate stakeholder issues.

RELATED COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

18 participants

LENGTH

4 days
(Monday, 8:00 a.m. –
Thursday, 5:00 p.m.)
32 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Experienced Facilitators

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

Facilitator Training Course
(FAA01523) *or*
Previous Facilitation
Experience

PRECOURSE

None

RELATED COURSES

Inquiry, Influence &
Implications (FAA01249)
Leading Organizational
Change (FAA01200016)

Advanced Manager Training for International Participants (AMT)

COURSE NUMBER FAA015002

This is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership. For information, contact Program Resource Personnel: Doug Andresen (405) 954-0170 or FAA Program Manager (386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

The *Advanced Manager Training for International Participants* course is for middle to upper-level, international managers. Participants will gain an understanding of teamwork, systems thinking, mentoring, organizational communication, strategies to manage workplace change, and the fundamentals of management. The course provides participants with opportunities to analyze how leadership style impacts job performance, demonstrate interpersonal skills, and develop an action plan to support continued growth in leadership effectiveness. Instructional methods include reading, videotapes, discussions and highly interactive exercises to simulate the challenges of the workplace.

OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze effectiveness as a leader.
- Identify management approaches for different cultures.
- Determine potential motivational strategies.
- Identify priorities.
- Identify the basic principles of effective delegation.
- Identify the potential systemic impact of management decisions.
- Identify the stages of change management.
- Practice negotiating a work related situation.
- Describe the key components of an effective team.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Develop a draft vision plan for the organization.
- State the benefit collaboration has for team effectiveness.

RELATED COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Strategy Formulation

CLASS SIZE

16 participants

LENGTH 10 days

(Class times vary.)
79 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

*Future delivery dates
to be determined.*

WHO SHOULD ATTEND

International aviation facility managers or others who have supervisory responsibilities

ENROLLMENT

For class dates, please contact the International Training Program Specialist (API-10), by fax at (202) 267-7172, or by email at: 9-awa-aia-intl-training@faa.gov

You may also arrange a **fee-for-service delivery** specifically for your organization. Call the FAA Program Manager at (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Leading Organizational Change
(FAA01200016)
Strategy Formulation and Implementation
(FAA01200015)
Systems Thinking
(FAA01277)

Arbitration Advocacy (ARB)

COURSE NUMBER **FAA01297**

For information about this course, contact:
Cabrina Smith, AHL-200
(202) 267-3421

DESCRIPTION AND LEARNING STRATEGY

Arbitration Advocacy is a comprehensive program designed to provide knowledge and skills for Labor/Employee Relation Specialists to become more effective FAA representatives in an arbitration proceeding.

This highly interactive program features: lecture, facilitated discussion, small group activities, and skill demonstration in a mock arbitration.

Course topics, led by FAA subject matter experts, include selecting an arbitrator, determining arbitrability, composing fact stipulations, identifying facts, developing issues and theories, developing evidence and proof, selection and preparation of witnesses, determining when and how to settle, use of various tools (reference materials and internet), witness questioning (direct, cross-examination, and objections), presenting evidence, opening and closing statements, writing a brief, and filing an exception to an award.

OBJECTIVES

- Demonstrate effective preparation of a case to present to a third party.
- Demonstrate the ability to effectively present a case before a third party.
- Identify how and when to file an exception to an arbitration award.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

CLASS SIZE

20 participants

LENGTH 4½ days
(Monday 8:00 a.m. –
Friday 12:00 noon)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Future offerings will be
announced through AHL.

WHO SHOULD ATTEND

Labor/Employee Relation
Specialists

ENROLLMENT

A Point of Contact will
be identified at time of
offering.

PREREQUISITE

None

PRECOURSE

Precourse assignments will
be sent upon enrollment.

RELATED COURSES

Conduct and Discipline:
Building a Winning Case
(FAA14000003)

Labor Relations for
Practitioners:
Collective Bargaining
(FAA14000004)

Preparing to Present
to the Authority
(FAA01200004)

Basic Supervisory Training for International Participants (BST)

COURSE NUMBER FAA015001

This is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership.

For information, contact Program Resource Personnel:
Doug Andresen (405) 954-0170 or
FAA Program Manager (386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

The *Basic Supervisory Training for International Participants* (BST) course provides foundational knowledge and skills for entry-level, international supervisors to be effective leaders. Participants will gain an understanding of how leadership style impacts job performance, how personal and professional development is a leader's responsibility, strategies for managing workplace change, managing performance, the fundamentals of air traffic management, and opportunities to apply interpersonal skills to workplace scenarios. The fundamentals of quality assurance, training programs, and CNS/ATM are included. Instructional methods include reading, videotapes, discussions and highly interactive exercises to simulate the challenges of the workplace.

OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze effectiveness as a leader.
- Determine potential motivational strategies.
- Identify job priorities.
- Identify the basic principles of effective delegation.
- Describe the components of interest based problem solving.
- Identify operational standards to follow (ICAO, FAA).
- Identify the stages of change management.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Identify strategies for a QA Program.
- Describe the function of a Training Program.
- Describe, in general, CNS/ATM.

RELATED COMPETENCIES

- Building Alliances
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

CLASS SIZE

16 participants

LENGTH 7 days

(Wednesday, 8:00 a.m.–
Thursday, 4:00 p.m.
of the following week)
56 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

*Future delivery dates
to be determined.*

WHO SHOULD ATTEND

International supervisors
or others who have
supervisory responsibilities

ENROLLMENT

For class dates, please
contact the International
Training Program Specialist
(API-10), by fax at (202)
267-7172, or by email at:
9-awa-aia-intl-training@faa.gov

You may also arrange a
fee-for-service delivery
specifically for your
organization. Call the FAA
Program Manager at
(386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Leading Organizational
Change
(FAA01200016)
Strategy Formulation
and Implementation
(FAA01200015)
Systems Thinking
(FAA01277)

Communicating Effectively (CE)

COURSE NUMBER **FAA14000002**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

This skill-based workshop is designed to enhance the communication skills of participants and their ability to work together and to serve internal and external customers. Participants gain practical experience in the strategies, format, style, procedures, and processes of communicating effectively.

Methodologies include lecture, discussion, large and small group activities, self-assessment, and skill practices.

OBJECTIVES

- Assess communication problems.
- Apply effective verbal and nonverbal communication skills.
- Direct, inform, and persuade others.
- Use inquiry and active listening techniques.
- Turn feedback into action and results.

KEY COMPETENCIES

- Building Alliances
- Communication
- Customer Focus
- Interpersonal Relations and Influence

CLASS SIZE

18 participants

LENGTH 2 days
(9:00 a.m. – 4:00 p.m.)
12 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Employees who need to improve beginning and intermediate communication skills.

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Effective Media
Communications
(FAA14000001)

Facilitator Training Course
(FAA01523)

Presentation Techniques
(FAA01263)

Conduct and Discipline: Building a Winning Case (CAD)

COURSE NUMBER **FAA14000003**

For information about this course, contact:
Kem Parton, ASO-016
(404) 305-5320

DESCRIPTION AND LEARNING STRATEGY

Conduct and Discipline: Building a Winning Case is a comprehensive program designed to provide knowledge and skills for Labor/Employee Relation Specialists to enable effective representation in disciplinary case development and presentation.

This highly interactive program features: lecture, facilitated discussion, small group activities, and skill demonstration in a case presentation.

Course topics, led by FAA subject matter experts, include roles and responsibilities, Personnel Management System, preparing a case file, conducting investigations, charge writing, determining penalty, writing proposals, conducting an oral reply, writing decision letters, and settlement.

OBJECTIVES

- Conduct a thorough investigation.
- Compile a solid disciplinary file.
- Apply the Douglas Factors correctly.
- Ensure consistent penalties.
- Accomplish successful charge writing.
- Ensure appropriate use of progressive discipline.
- Communicate effectively with manager when recommending appropriate corrective.
- Analyze a case for settlement potential.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

CLASS SIZE

20 participants

LENGTH 4½ days
(Monday 8:00 a.m. –
Friday 12:00 noon)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Future offerings will be
announced through AHL.

WHO SHOULD ATTEND

Labor/Employee Relation
Specialists

ENROLLMENT

A Point of Contact will
be identified at time of
offering.

PREREQUISITE

None

PRECOURSE

Precourse assignments will
be sent upon enrollment.

RELATED COURSES

Arbitration Advocacy
(FAA01297)

Labor Relations for
Practitioners:
Collective Bargaining
(FAA14000004)

Preparing to Present
to the Authority
(FAA01200004)

Constructive Conflict Management: *The Choices We Make (CCM)*

COURSE NUMBER FAA01318

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Constructive Conflict Management: *The Choices We Make* is designed for participants to learn the theory behind conflict management strategies and gain practical experience in managing conflict through collaboration.

Methodologies include lecture, discussion, small and large group activities, self-assessment, and skill practices.

OBJECTIVES

- Recognize your conflict management style and the styles of others.
- Practice collaborating with others to address and resolve conflict.
- Practice communicating effectively during conflict situations.
- Employ techniques to proactively approach conflict.
- Employ techniques to diffuse conflict when it begins to escalate.
- Employ techniques to learn from conflict.
- Practice behaviors that promote effective, collaborative work relationships.

KEY COMPETENCIES

- Building Teamwork and Cooperation
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7154** to discuss options.

CLASS SIZE

18 participants

LENGTH 2 days
(Class times vary.)
12 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES
(see [FY13 Schedule](#))

WHO SHOULD ATTEND
FAA Managers

ENROLLMENT
To enroll, contact your line organization's training coordinator.

PREREQUISITE
None

PRECOURSE
None

RELATED COURSES
Inquiry, Influence &
Implications
(FAA01249)

Frontline Manager Course-
Phase 3 (FAA01292)

Labor Management
Relations (FAA01205)

Managerial Coaching and
Mentoring (FAA01299)

Middle Manager Course
(FAA01291)

Systems Thinking
(FAA01277)

Creating Effective Work Environments

COURSE NUMBER **FAA01200034**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

An effective work environment is vital for success of the Federal Aviation Administration. This course, *Creating Effective Work Environment*, focuses on factors that can increase the performance of you and your employees. These factors include employee engagement, safety, accountability, trust, and increased productivity.

This course is comprised of eight lessons totaling 40 hours in length. Materials are skill-based and highly interactive using instructor facilitated sessions in a virtual classroom environment via Blackboard. All lessons in the course require reading assignments, a self-assessment, group discussion, quizzes, videos, and other activities. This e-course provides tools and increased knowledge that may be immediately used in your work environment.

OBJECTIVES

- Use specific criteria to analyze a work culture.
- Assess workplace factors that detract from a positive work environment.
- Develop specific, realistic countermeasures which could overcome detractors from effective work environments.
- Use practical methods to implement key drivers, influence employees, and improve and maintain employee engagement in his or her unique work environment.
- Select appropriate methods of establishing accountability to create an effective work environment.
- Demonstrate the specific attributes and behaviors that promote a positive safety culture, while balancing accountability.
- Prescribe key practical methods to assess, create, improve, and maintain an effective work environment.
- Participate in a community of practice with peers to share lessons learned from initial implementation efforts.

RELATED COMPETENCIES

- Accountability and Measurement
- Building Teamwork and Cooperation
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE

14 participants

LENGTH

40 hours—
*delivered over
an eight-week period*

LOCATION

Online Virtual Classroom
via BlackBoard

UPCOMING DELIVERIES

(see [FY13 Schedule](#))

WHO SHOULD ATTEND

Managers

ENROLLMENT

To enroll, contact your organization's training coordinator.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Influence, Inquiry,
and Implications
(FAA01249)

Leading Organizational
Change
(FAA01200016)

Critical Decision-Making in Complex Systems (CDM)

COURSE NUMBER **FAA01200035**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Critical Decision-Making in Complex Systems focuses on the highly collaborative and complex decision-making environment faced by the FAA. The primary areas of focus in the course include: structure, roles and responsibilities and decision-making practices, collaborative decision-making in complex environments and open systems, and self monitoring of team dynamics and processes

Methodologies include plenary discussion, simulations, case studies, experiential activities, and small group activities.

OBJECTIVES

- Apply decision-making tools.
- Identify the importance of roles and responsibilities on a team.
- Identify effective and ineffective group dynamics.
- Understand how to prevent decision-making errors.
- Identify personal characteristics that affect decision-making.
- Work collaboratively as a team when making decisions.
- Identify strategies to implement.

KEY COMPETENCIES

- Business Acumen
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

CLASS SIZE

18 participants

LENGTH

2 days

16 hours

LOCATION

Customer Site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

The course was designed for teams required to collaborate when making complex decisions

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Assignments will be sent to enrolled participants in advance of the class start date. These assignments must be completed prior to your arrival at CMEL.

Crucial Confrontations (CC)

COURSE NUMBER **FAA01200031**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Confrontations are about in-the-moment face-to-face accountability. Crucial confrontations comprise the very foundations of accountability, and when they are handled poorly, they result in failed promises, missed expectations, lack of accountability, and bad behavior.

Crucial Confrontations Training was developed by VitalSmarts® to equip participants with a straightforward step-by-step process for identifying and resolving performance gaps—those unpleasant realities standing in the way of agency success. With a hands-on problem-solving approach, participants learn to enhance accountability, improve performance, and ensure execution.

OBJECTIVES

- Resolve disagreements—accurately address concerns by talking respectfully, candidly, and skillfully with someone in a safe way.
- Build acceptance rather than resistance—give and receive feedback in a way that enhances relationships and improves results.
- Focus on the right problems—diagnose and address underlying personal motivation and ability issues, team breakdowns, or structural barriers and deficiencies.
- Speak persuasively, not abrasively—effectively talk about high-stakes, emotional, and controversial topics.
- Foster teamwork—confronts every broken promise or violated expectation in a way that not only solves the problem, but also strengthens relationships.

KEY COMPETENCIES

- Accountability and Measurement
- Building Teamwork and Cooperation
- Communication
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

18 participants

LENGTH 2 days
(8:00 a.m. – 5:00 p.m.)
16 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY13 Schedule](#))

WHO SHOULD ATTEND

All managers

ENROLLMENT

To enroll, contact your line organization’s training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Constructive Conflict
Management
(FAA01318)
Influence, Inquiry &
Implications
(FAA01249)
Managerial Coaching
and Mentoring
(FAA01299)

Customer Real Estate Course: An Overview for Real Estate Customers (CREC)

COURSE NUMBER **FAA01200024**

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The Customer Real Estate Course (CREC) provides an insight into the real estate process from the perspective of customers. The course is designed to enhance personal awareness and understanding that will increase the effectiveness of those who participate in the acquisition, management, and disposal of real property. Methodologies used in the course include lecture, facilitated discussions, case study, PPT presentations, demonstrations, and individual and small group activities.

HOW YOU WILL BENEFIT

- Learn how the acquisition of land and space affects you.
- Discover how you can optimize time, money, and resources.
- Find out how to interface with key real estate contacts.
- Identify real estate requirements.
- Learn how you can comply with the congressional mandate to reduce real property inventory.

OBJECTIVES

Upon completion, you will better understand:

- Roles played in the acquisition of land and lease of space.
- Available tools that support real property acquisition, the management of property, and disposal processes.
- Processes to acquire, modify, and terminate utilities.
- The outgrant process.
- How working collaboratively helps achieve organizational goals.

KEY COMPETENCIES

- Business Acumen
- Communication
- Building Alliances
- Problem Solving
- Building Teamwork and Cooperation
- Customer Focus

CLASS SIZE

22 participants

LENGTH

3 days
(Tuesday – Thursday)
24 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

This course is open to those in all DOT modes who have a role in the real estate process, including:

- Project leads
- Project managers
- Engineers
- Logistics management specialists
- SSC managers
- General counsels
- Contractors

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITE

None

PRECOURSE

None

Decision-Making for Senior Managers (DSM)

COURSE NUMBER **FAA01200028**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

This course is designed to improve the ability of senior FAA managers to make and execute strategic decisions. It was designed using current research on decision processes and in collaboration with executive business school faculty from Cornell University, Drexel University, and Jacksonville University. Learning activities will include lecture-discussion, case studies, and application exercises. It specifically addresses the leadership challenges facing senior managers in promoting a culture of data-driven decision-making and execution.

NOTE: Completion of this course meets mandatory training requirements for newly appointed Senior Managers.

OBJECTIVES

- Identify root causes and take into account a variety of complex factors.
- Analyze the potential effects of different options and determine appropriate courses of action.
- Identify and resolve barriers that impede success.
- Apply the steps of a decision-making process.
- Build and sustain commitment to decisions.
- Evaluate and apply lessons learned.

KEY COMPETENCIES

- Business Acumen
- Problem Solving
- Interpersonal Relations and Influence
- Strategy Formulation

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7154** to discuss options.

CLASS SIZE

18 participants

LENGTH 4½ days
(Monday, 8:00 a.m. –
Friday, 12:00 p.m.)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY13 Schedule](#))

WHO SHOULD ATTEND

The course is geared to Senior Managers (K/L/M-band or MSS-4 level managers who report directly to an executive, or in a large organization, an executive's deputy).

Frontline and Middle Managers are not eligible to attend.

ENROLLMENT

To enroll, contact your line organization's training coordinator.

PREREQUISITE

None

PRECOURSE

Assignments will be sent to enrolled participants 3-4 weeks in advance of the class start date. These assignments must be completed prior to your arrival at CMEL.

Effective Media Communications (EMC)

COURSE NUMBER **FAA14000001**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

This skill-based workshop, which replaced *Effective Communication Skills – ECS 01196*, is designed to enhance the communication skills of professionals who communicate directly with the public. The course focuses on effectively presenting the facts of a given situation, and your organization's position relative to those facts. Emphasis is placed on understanding strategies, format, style, procedures, and processes necessary to communicate in the public affairs arena. Delivering messages with credibility is paramount to course success.

Methodologies include interactive lecture/discussion, individual and collaborative development of communication pieces using case studies, simulated scenarios using extensive videotaping followed by critique sessions.

OBJECTIVES

- Articulate your organization's message(s) appropriately by preparation and execution.
- Communicate critical issues, facts, and agency philosophy to the general public.
 - Formulate and deliver clear, concise, and accurate messages.
 - Express technical information in a manner understandable to the general public.
 - Effectively participate in radio, video, remote, and print interviews.
 - Develop/sustain your organization's image as open, forthcoming, and committed to the public's right to know.

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Strategy Formulation

CLASS SIZE

24 participants

LENGTH 2 days
(8:00 a.m. – 5:00 p.m.)
16 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Senior managers in a public affairs environment

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Facilitator Training Course
(FAA01523)
Presentation Techniques
(FAA01263)

FAA Advanced Real Estate Course (ARE)

COURSE NUMBER FAA01200003

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The FAA Advanced Real Estate Course is a comprehensive program covering the real estate acquisition life cycle and its processes. The course is designed to further increase the knowledge and skills of intermediate and senior Real Estate Contracting Officers in acquiring, managing, and disposing of real property. Presentations in real estate law, environment, disposal, and condemnation serve to complement case studies in leasing space, and acquiring and condemning land. Methodologies include lectures, facilitated discussions, case studies, and individual and small-group activities.

HOW YOU WILL BENEFIT

- Learn how you can identify and address the “red flags” in real property acquisition.
- Build a current list of contacts in real estate, legal, policy, funding, environmental, condemnation, and disposal.
- Interact and network with real estate colleagues.
- Update your knowledge of policies and procedures as you enhance your knowledge of FAA real estate.

OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Review policies and authorities governing real property.
- Review the capabilities of the FAST website and updates to the system.
- Experience the legal potholes in real property transactions.
- Improve your comfort level in signing space leases.
- Increase awareness of condemnation policy and procedures.
- Gain knowledge of the property disposal process.
- Enhance knowledge of real property environmental procedures.

KEY REAL ESTATE COMPETENCIES

- Purchase/Lease
- Space Lease
- Condemnation
- Federal/State/Local Requirements
- Communication
- Disposal
- Utilities
- Documentation

CLASS SIZE

22 participants

LENGTH

5 days
(Monday, 8:00 a.m. –
Friday, 5:00 p.m.)
40 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

1. Real Estate Contracting Officers with a **minimum of 2-4 years experience.**
2. Contract support personnel at senior and intermediate levels.
3. All DOT modes.

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITE

FAA Basic Real Estate
Course (FAA01320)

PRECOURSE

None

RELATED COURSES

FAA Legal/Real Estate
Course (FAA01200005)

FAA Space Lease Project
Development Course
(FAA01200027)

FAA Basic Real Estate Course (BRE)

COURSE NUMBER FAA01320

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The *FAA Basic Real Estate Course* is a comprehensive program covering the real estate acquisition lifecycle and processes. The course is designed to provide knowledge and skills to enhance your effectiveness as FAA representatives when acquiring real property. Methodologies for this course include lecture, facilitated discussions, small group activities, and skill demonstration in case studies.

OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Identify **Authorities** that govern real estate acquisition.
- Use the **Acquisition Management System** information contained in the FAA Acquisition System Toolset.
- Follow procedures **on-airport MOA/leasing**.
- Use a **legal description** of land or a land survey to determine acceptability for FAA contracting purposes.
- Identify types and sources of **title** evidence which are acceptable for FAA actions.
- Define terminology used in **appraisals**, and factors considered in whether to obtain an appraisal.
- Follow procedures for **off-airport land** acquisition.
- Identify procedures for **land condemnation**.
- Identify procedures for **disposal** of excess FAA real estate.
- Follow standards and special considerations and the procedures for leasing FAA **administrative and technical space**.
- Identify procedures for **utilities** contracting.
- Identify procedures for **outgrants**.
- Identify procedures for leasing **housing** for FAA employees.

KEY REAL ESTATE COMPETENCIES

- | | |
|-----------------------------------|-------------------------|
| • Federal/State/Local Authorities | • Requirements |
| • Agency Requirements | • Appraisal |
| • Documentation | • Surveying |
| • Purchase/lease of Real Property | • Property Usage |
| • Space Lease | • Condemnation |
| • Disposal Obligation | • Utilities Contracting |

CLASS SIZE

22 participants

LENGTH

7.5 days
(Tuesday, 8:00 a.m. –
Thursday, 12:00 p.m.)
60 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

Intermediate level and
advanced entry level
RECOs or for senior level
refresher training

Required for all levels of
Real Estate Contracting
Officers

Recommended for all
DOT modes and FAA
contractors involved in
Federal real estate
acquisition

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

FAA Advanced Real Estate
Course (FAA01200003)
FAA Legal/Real Estate
Course (FAA01200005)
FAA Space Lease Project
Development Course
(FAA01200027)

FAA Customer Real Estate Course: *What is FAA Real Estate?* (CRE)

COURSE NUMBER FAA01200002

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The FAA Customer Real Estate Course: *What is FAA Real Estate?* provides an insight into the FAA's real estate process from the perspective of customers. The course is designed to enhance awareness and understanding that will increase your effectiveness as you participate in the process of acquiring, managing, and disposing of real property. Methodologies for this course include lecture, facilitated discussions, case study, PPT presentations, demonstrations, and individual/small group activities.

HOW YOU WILL BENEFIT

- Learn how space acquisition and utilization affect you.
- Discover how you can optimize time, money, and resources.
- Find out how to interface with key real estate contacts.
- Identify real estate requirements.
- Learn how you can comply with the congressional mandate to reduce real property inventory.

OBJECTIVES

Upon completion of the course, participants will understand:

- The role they play in the process of acquiring land.
- The role they play in the process of leasing space.
- How Real Estate is organized, and how working collaboratively helps achieve FAA goals.
- How the Acquisition Management System (AMS) supports real property acquisition, management, and disposal.
- The FAA's outgrant process and the processes to acquire, modify, and terminate utilities.

KEY COMPETENCIES

- | | |
|-------------------------------------|-------------------|
| • Building Alliances | • Communication |
| • Building Teamwork and Cooperation | • Customer Focus |
| • Business Acumen | • Problem Solving |

CLASS SIZE

22 participants

LENGTH

3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

This course is open to all with a role in the real estate process, such as project leads and project managers, engineers, logistics management specialists, SSC managers, general counsels, FAA contractors, and all DOT modes.

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITE

None

PRECOURSE

None

**FAA Legal/Real Estate Course:
Enhancing Attorney/RECO Interactions
(LRE)**

COURSE NUMBER **FAA01200005**

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The FAA Legal/Real Estate Course: *Enhancing Attorney/RECO Interactions*, is a comprehensive overview of processes and tools for effective interactions between Attorneys and Real Estate Contracting Officers (RECOs). The overall goal of this course is to strengthen communication and working interface.

OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Identify specific roles and responsibilities of real estate contracting officers and legal counsel during acquisition and disposal processes.
- Prepare a standard legal review package, including timelines, in accordance with AMS.
- Understand the meaning and use of all clauses and the potential impact of deviations to established clauses.
- Explain the concept of attorney/client privilege.

KEY REAL ESTATE COMPETENCIES

- Agency Requirements
- Communication
- Documentation
- Teamwork/Cooperation

CLASS SIZE

22 participants

LENGTH

3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

Required for:

- Entry, intermediate, and senior-level RECOs
- Attorneys in the Regional Counsel's Office designated as 'acquisition/procurement counsel' or 'real property counsel'

Recommended for:

- FAA contractors involved in federal real estate transactions
- All DOT modes

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

FAA Basic Real Estate
Course (FAA01320)

FAA Advanced Real Estate
Course (FAA01200003)

FAA Space Lease Project
Development Course
(FAA01200027)

FAA Real Estate Training Workshop 2012
~ STARS to Guide the Way ~
(REW-12)

COURSE NUMBER **FAA01200043**

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

The FAA Real Estate Training Workshop 2012: *STARS to Guide the Way* is a three-day technical workshop covering many of the real property strategies and tools that foster success. It offers opportunities for participants to improve personal skills, enhance productivity, and provide and receive information on hot topic issues. Workshop methodologies include keynote and plenary addresses, facilitated discussions, service area breakouts, and workshops.

OBJECTIVES

Participants attending this workshop will be able to:

- Articulate the role of real property in the new Shared Services organization.
- Identify the strategies, tools, and best practices that guide success.
- Recognize and address potential resolutions in the real estate process.
- Enhance real estate competencies.
- Develop value-added partnerships through networking.

KEY REAL ESTATE COMPETENCIES

- Agency Requirements
- Communication
- Documentation
- Negotiation
- Space Lease
- Teamwork/Cooperation

LENGTH 3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

Required for:

Senior, intermediate,
and entry-level RECOs

ENROLLMENT

Contact your line
organization's training
coordinator.

PREREQUISITE

None

PRECOURSE

None

FAA Space Lease Project Development Course (SRE)

COURSE NUMBER FAA01200027

For information about this course, contact:
Susan Freericks, ALO-200
(202) 267-8374

DESCRIPTION AND LEARNING STRATEGY

This course provides an overview of the processes covering the acquisition of technical and administrative space, from requirements-gathering through occupancy. It begins with a hands-on experience in project management, designed to enhance scheduling, communication, and documentation skills. "Pre-Award" covers requirements, business case analysis, spaceholder management council, market survey, security, fire-life-safety, seismic safety, and accessibility. "Award" includes evaluation criteria, negotiation, lease package/legal review (i.e., Attachment B), and the preparation of lease forms. "Post-Award" addresses the project build-out, including tenant improvement allowances, schedules, drawings, construction, change orders, and accepting space. Methodologies include lecture, facilitated discussion, case studies, and individual and small-group activities and exercises.

HOW YOU WILL BENEFIT

- Discover tools for project development, market surveys, and the preparation of lease documentation
- Learn how to set up and facilitate a project team to help you manage the project – from build-out through occupancy
- Update your knowledge of lease policies and procedures
- Enhance your space acquisition comfort level by networking with colleagues having space acquisition experience

OBJECTIVES

Upon completion of this course, participants will have:

1. A hands-on experience in project management
2. A better understanding of limited and full market surveys
3. Experience in applying criteria to evaluate lease proposals
4. Learning in the fundamentals of managing space projects
5. An understanding of the intent and procedures of applicable space lease policies, procedures, and orders

KEY REAL ESTATE COMPETENCIES

- Space Lease
- Project Management
- Federal/State/Local Requirements
- Requirements
- Appraisals
- Problem Solving

CLASS SIZE

22 participants

LENGTH 3.5 days
(Monday, 8:00 a.m. –
Thursday, 12:00 noon)
28 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

1. All Real Estate Contracting Officers
2. Contract Support Personnel
3. All DOT modes

ENROLLMENT

To enroll, contact
Susan Freericks, ALO-200,
(202) 267-8374
susan.freericks@faa.gov

PREREQUISITES

- FAA Basic Real Estate Course (FAA01320)
- Required proficiency in Microsoft® Project™ software

PRECOURSE

None

RELATED COURSES

FAA Advanced Real Estate
Course (FAA01200003)

FAA Legal/Real Estate
Course (FAA01200005)

Facilitator Training Course (FTC)

COURSE NUMBER **FAA01523**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

This course is intended for those employees who have or are expected to have responsibilities as facilitators in the Agency. Methodologies in the course are a combination of theory presentation, large group discussion, and skill practice. Students are given several opportunities to apply their learning as facilitators. They will give and receive feedback with other participants and instructors.

OBJECTIVES

- Manage group processes towards the desired outcome.
- Implement and reinforce the use of operating guidelines.
- Utilize group memory techniques.
- Develop strategies for moving groups through the stages of group development.
- Utilize effective intervention techniques.
- Participate in bringing a discussion to productive conclusion.
- Develop methods to reduce individual stress reactions associated with facilitation.
- Identify effective preparation strategies for facilitating.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

18 participants

LENGTH 4½ days
(Monday, 8:00 a.m. –
Friday, 12:00 noon)
36 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Individuals responsible
for facilitating meetings
including, but not limited
to, those associated with
Quality Programs

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence &
Implications
(FAA01249)

Forum for Executive Excellence (FEE)

COURSE NUMBER FAA01289

For information about this course, contact:
FAA Office of Human Resource Management
Executive Resources Staff
Kerry Lange
(202) 267-3272

DESCRIPTION AND LEARNING STRATEGY

The *Forum for Executive Excellence* addresses an important phase of development for FAA executives: understanding and carrying out responsibilities in the context of today's workplace reality.

Participants receive tangible tools, and experience opportunities to make influential connections within their peer group. Methods include lectures, case studies, group discussions, and networking.

Course topics, led by FAA executives and external consultants, include the legal context of being a federal executive, leadership styles, organizational performance measures, financial management, international priorities, labor management relations, NextGen priorities, communications, and external relations. The interactive format encourages thinking strategically, communicating powerfully, and interacting positively.

OBJECTIVES

- Recognize the expectations and obligations of top leaders in a complex federal context.
- Demonstrate the skills required of effective federal executives.

KEY COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Business Acumen
- Communication
- Innovation
- Innovation
- Interpersonal Relations and Influence
- Managing Organizational Performance

CLASS SIZE

20 participants

LENGTH 2½ days

Day 1, 8:00 a.m.-5:45 p.m.;
Day 2, 8:00 a.m.-4:30 p.m.;
Day 3, 8:00 a.m.-1:00 p.m.;
22 hours

LOCATION

FAA Center for Management and Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Delivery is scheduled through the Assistant Administrator for Human Resource Management. For schedule, call (202) 267-3272.

WHO SHOULD ATTEND

All executives who wish to make meaningful changes in their everyday work and leadership habits

ENROLLMENT

Call Executive Resources Staff
(202) 267-3272.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence & Implications
(FAA01249)

Strategy Formulation and Implementation
(FAA01200015)

Systems Thinking
(FAA01277)

Frontline Manager Course-Phase 2 Revised: Managing for Results (FMC-2 rev)

COURSE NUMBER **FAA01288**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

As the second component of the *Frontline Manager Course*, FMC-2 Revised builds on the knowledge of basic FAA policies and procedures to develop practical skills for application on the job. The focus is on maintaining operational effectiveness, achieving organizational results, and transitioning effectively to the challenges of management and leadership. Learning activities include simulations, structured rehearsal of business skills, case studies, application exercises, self assessments, and computer-based lessons.

OBJECTIVES

- Develop leadership and management skills through behavioral assessments, practice, and feedback.
- Apply sound leadership and business principles to achieve organizational goals and operational results.
- Create an environment in which people thrive and accomplish their best.

RELATED COMPETENCIES

- | | |
|--|--|
| <ul style="list-style-type: none">• Accountability and Measurement• Agility• Building a Model EEO Program• Building Alliances• Building Teamwork and Cooperation• Communication | <ul style="list-style-type: none">• Developing Talent• Integrity and Honesty• Interpersonal Relations and Influence• Managing Organizational Performance• Problem Solving• Vision |
|--|--|

ENROLLMENT

To enroll, contact your line organization's training coordinator.

CLASS SIZE

24 participants

LENGTH 6½ days

(Tuesday, 8:00 a.m. through following Wednesday, 12:00 noon)

LOCATION

FAA Center for Management and Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 Schedule](#) and [FY13 Schedule](#))

WHO SHOULD ATTEND

Newly appointed frontline managers (and those with temporary appointments lasting six months or more)

PREREQUISITE

The following eLessons must be completed prior to enrollment:

- Transitioning into Management (FAA01200402)
- Leadership (FAA01200403)
- Managerial Workforce Planning (FAA01200404)
- Managing Leave (FAA01200420)
- Time and Attendance (FAA01200421)

PRECOURSE

None

RELATED COURSES

- Labor Management Relations (FAA01205)
- Managerial Coaching and Mentoring (FAA01299)

Frontline Manager Course-Phase 3: Managing for High Performance (FMC-3)

COURSE NUMBER **FAA01292**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Frontline Manager Course-Phase 3 provides development for the experienced frontline manager. The goal of the course is for each participant to assess and analyze current performance against the characteristics of high performance organizations and develop strategies for improvement. Learning activities include using multi-rater feedback on competencies from the FAA Managerial Success Profile to enhance personal performance, practicing business skills, case studies, and application exercises.

OBJECTIVES

- Translate objectives into meaningful performance measures.
- Coach teams toward goal achievement
- Build and maintain external stakeholder trust and confidence.
- Foster networks, alliances, and other business relationships.
- Develop common ground among a wide range of stakeholders (e.g., other operational units, labor, industry, public, international, or other government entities).
- Track costs of doing business and implement strategies to control them.
- Seek and use customers' feedback and suggestions to enhance organization's effectiveness.
- Accurately identify and effectively resolve problems and barriers that impede success.
- Communicate organizational direction and priorities clearly.

KEY COMPETENCIES

- | | |
|-------------------------------------|-------------------|
| • Accountability and Measurement | • Business Acumen |
| • Building Teamwork and Cooperation | • Customer Focus |
| • Building Alliances | • Problem Solving |
| | • Vision |

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7154** to discuss options.

PREREQUISITE: These courses also meet this requirement:

Leadership Development Program, Phase 1; or
Leadership Development and Labor Relations

CLASS SIZE

20 participants

LENGTH

4 days
(Monday, 8:00 a.m. -
Thursday, 5:00 p.m.)

32 hours

(Effective Jan. 2010)

LOCATION

FAA Center for Management
and Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 Schedule](#)
and [FY13 Schedule](#))

WHO SHOULD ATTEND

Frontline managers with
12-18 months of experience

Required for all first time
frontline managers hired after
1/1/05. Take course between
12 and 18 months on the job

Non-managers are **not**
eligible to attend unless
assigned to a temporary
management position.

ENROLLMENT

To enroll, contact your line
organization's training
coordinator.

PREREQUISITE

Frontline Manager Course-
Phase 2: *Managing for Results*

PRECOURSE

Approximately four weeks prior
to class start, you will receive
an email detailing several
assignments, including the
**Multi-Rater Feedback
Assessment**, that must be
completed prior to your arrival
at CMEL.

RELATED COURSES

Managerial Coaching and
Mentoring (FAA01299)

Strategy Formulation
and Implementation
(FAA01200015)

Influence, Inquiry & Implications: A Leader's Path to the Future (I³)

COURSE NUMBER **FAA01249**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Participants select specific opportunities to improve their organization and develop plans and influence strategies to make those improvements. They examine how they can more effectively use their interpersonal skills to influence managers, peers, employees, and customers. The course allows for participants to identify, share, and expand their existing positive influencing strategies, identify gaps between their intent to influence and the actual outcomes of those attempts, explore implications of their actions, and practice communication, inquiry, feedback, and conflict management approaches that lead to their increased capacity to influence.

Instructional methods include multi-rater feedback, leadership skills assessments, case studies, skill-based workshops, group dialogue, group problem-solving, individual and group work and action planning sessions, evening assignments, and opportunities to reflect.

OBJECTIVES

- Influence organizational performance.
- Integrate cultural awareness and systems thinking strategies in resolving organizational issues.
- Select specific opportunities and develop plans to influence their workplace.
- Identify and develop strategies for integrating leadership skills.
- Assess the impact of perceptions, assumptions, and actions on workplace effectiveness.
- Use effective feedback, inquiry, and networking skills.
- Apply conflict management and interpersonal skills.

KEY COMPETENCIES

- | | |
|----------------------------------|---|
| • Accountability and Measurement | • Interpersonal Relations and Influence |
| • Building Alliances | • Problem Solving |
| • Innovation | • Strategy Formulation |

CLASS SIZE

24 participants

LENGTH 6½ days
(Tuesday, 8:00 a.m. –
Wednesday, 12:00 noon
of the following week)
52 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 Schedule](#)
(and [FY13 Schedule](#)))

WHO SHOULD ATTEND

Middle or senior managers

ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing assignments, including the **Multi-Rater Feedback Assessment**, that must be completed prior to your arrival at CMEL.

RELATED COURSES

Leading Organizational
Change
(FAA01200016)
Middle Manager Course
(FAA01291)
Strategy Formulation
and Implementation
(FAA01200015)
Systems Thinking
(FAA01277)

Introduction to Materiel and Personal Property (IMPP)

COURSE NUMBER **FAA01200014**

For information about this course, contact:
Fred Cox, ALO-400
(202) 493-4324

DESCRIPTION AND LEARNING STRATEGY

The *Introduction to Materiel and Personal Property* course is an introductory program overview of the processes for project materiel and personal property management.

The course is designed to provide knowledge and skills to enhance your effectiveness as FAA representatives when managing project materiel and personal property programs.

Methodologies for this course include lecture, facilitated discussions, small group activities, and skill demonstration in case studies.

OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Demonstrate knowledge of key concepts of project materiel and personal property program management.
- Understand the importance of key processes and procedures involved in project materiel and personal property management.
- Understand the roles and responsibilities in project materiel and personal property management.
- Become familiar with various tools used in project materiel and personal property program management.

KEY MATERIEL AND PERSONAL PROPERTY COMPETENCIES

- Capitalization and Financial Management
- Personal Property Management
- Reutilization and Disposition
- Reports of Survey
- Fleet Management

CLASS SIZE

24 participants

LENGTH 3½ days
(Tuesday, 8:00 a.m. –
Friday, 12:00 noon)
28 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

Entry level Logistics
Management
Specialists or for
Intermediate level
refresher training.

Recommended for all
FAA employees and
contractors involved in
managing capitalization
and personal property
programs.

ENROLLMENT

A Point of Contact will
be identified at time of
offering.

PREREQUISITE

None

PRECOURSE

None

Labor Management Relations (LMR)

COURSE NUMBER FAA01205

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

In order for managers to achieve positive outcomes in a complex bargaining unit work environment, they must know and apply LMR principles and law. Managers will learn to create effective labor management relations in the workplace through understanding the rights and responsibilities of management and bargaining units as defined by the law and collective bargaining agreements. The methodologies used in this highly interactive course include case studies, lecture/discussion, and small/large group activities and video scenario.

This course is targeted primarily at first-time managers. Those in need of an LMR refresher to continue leading effectively in a changing work environment may find the course valuable as well.

OBJECTIVES

- Apply knowledge of Statutes and collective bargaining agreements to workplace situations.
- Distinguish between various types of problem-solving processes to resolve differences between labor and management.
- Apply knowledge of FAA policy on Conduct and Discipline to workplace situations.
- Demonstrate knowledge of the rights and responsibilities that promote effective work relationships.
- Explain the systemic impact of management decisions in a bargaining unit environment.
- Demonstrate knowledge of all management rights specified in 7106a (Labor Law) and how they are applied in various case studies.

KEY COMPETENCIES

- Agility
- Building Alliances
- Communication
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

18 participants –
Single Instructor
24 participants
Dual Instructors

LENGTH 4½ days
(Monday, 8:00 a.m. –
Friday, 12:00 noon)
36 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 schedule](#)
and [FY13 schedule](#))

WHO SHOULD ATTEND

FAA managers who need a thorough understanding of LMR principles and law in order to achieve positive outcomes in a bargaining unit work environment.

ENROLLMENT

To enroll, contact your line organization’s training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Constructive Conflict
Management
(FAA01318)
Frontline Manager Course-
Phase 3 (FAA01292)
Managerial Coaching and
Mentoring (FAA01299)
Systems Thinking
(FAA01277)

Labor Relations for Practitioners (LRfP) Collective Bargaining

COURSE NUMBER **FAA14000004**

For information about this course, contact:
Michael Doss, AHL-300
(202) 493-5359

DESCRIPTION AND LEARNING STRATEGY

Labor Relations for Practitioners: Collective Bargaining is a comprehensive program designed to enable Labor/Employee Relation Specialists to provide advice and prepare briefs and/or contractual language through Memorandum of Agreements and settlements.

This highly interactive program features lectures, facilitated discussions, small group activities, and skill demonstrations in a case presentation.

Course topics, led by FAA subject matter experts, include Roles and Responsibilities, Personnel Management System, Legal Writing, Statute, Information Requests, Contract Interpretation/Administration, Duty to Bargain, Scope of Bargaining, and the Negotiation Process.

OBJECTIVES

- Demonstrate the ability to negotiate and write effective contractual language.
- Communicate effectively with supervisors/managers/employees and union officials.
- Effectively demonstrate ability to perform tasks (e.g., negotiations, contract interpretation/administration, and application of LMR statute).

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

CLASS SIZE

20 participants

LENGTH 4½ days
(Monday 8:00 a.m. –
Friday 12:00 noon)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Future offerings will be
announced through AHL.

WHO SHOULD ATTEND

Labor/Employee Relation
Specialists

ENROLLMENT

A Point of Contact will
be identified at time of
offering.

PREREQUISITE

None

PRECOURSE

Precourse assignments will
be sent upon enrollment.

RELATED COURSES

Arbitration Advocacy
(FAA01297)

Conduct and Discipline:
Building a Winning Case
(FAA14000003)

Preparing to Present
to the Authority
(FAA01200004)

Leadership Development Program Becoming Effective Leaders (LDP-II)

COURSE NUMBER FAA01211

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Leadership Development Program is designed for supervisors or frontline managers who have 12-18 months of experience in their current position or have completed a basic supervisory or leadership course. During this course, participants will apply the basic concepts of dealing with changes in the current public sector environment. Participants will increase their self-insight, enhance their ability to be self-directed, develop additional skills, and build effective work relationships.

This course provides an opportunity for participants to engage in a wide range of activities, each designed to challenge current assumptions, increase behavioral options, and provide enhanced skills. Interactive activities include challenges simulating the current work environment, small group analysis of work-related issues, and facilitated discussion of concepts presented through a series of videos. Personal reflection activities include examining results of a Multi-Rater Feedback Assessment and Personal Stress Management, completing a series of workbook exercises, and planning effective application of learnings back in the workplace.

OBJECTIVES

- Apply innovative and creative leadership strategies to identify and take advantage of opportunities in a changing environment.
- Identify areas to improve their effectiveness as leaders through expanded self knowledge.
- Prioritize work based on its importance and the ability to influence outcomes.
- Create a climate of teamwork and trust where individuals are valued and encouraged to work collaboratively.
- Model effective leadership behaviors such as adapting to change, networking, trusting, and earning the trust of others.

RELATED COMPETENCIES

- | | |
|-------------------------------------|---|
| • Agility | • Developing Talent |
| • Building Alliances | • Integrity and Honesty |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program | • Problem Solving |

CLASS SIZE

24 participants

LENGTH 4½ days
(Monday, 8:00 a.m. –
Friday, 12:00 noon)
36 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Supervisors or frontline managers with 12-18 months of experience in their current position

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

Recommended that participants complete a basic supervisory or leadership course prior to attending this course

PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing several assignments that must be completed prior to your arrival at CMEL.

RELATED COURSES

Leadership Development and Labor Relations (FAA01183)
Strategy Formulation and Implementation (FAA01200015)

Leading Organizational Change (LOC)

COURSE NUMBER **FAA01200016**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

The scope, speed, and frequency of change within the FAA have been increasing exponentially. Today's FAA managers at all levels work in an environment where customer feedback, strategic plans, business plans, and lines of sight drive change. FAA Managers are required to implement these changes on a daily basis. **Leading Organizational Change** is designed for managers who are affected by current organizational change initiatives or are responsible for implementing change in their organization.

This course provides strategies and specific skills needed to lead people effectively and deal with the dynamics of organizational change. Learning strategies include pre-course activities, evening assignments, skill practices, and the Blanchard Companies' course, **Leading People Through Change**®.

OBJECTIVES

The following course objectives are performance indicators in the FAA Managerial Success Profile.

- Champion implementation of new systems, technology, and processes to improve quality and productivity.
- Build a shared vision with others across the organization and engage others in translating vision into action.
- Take into account the organization's impact on stakeholders and build customer and stakeholder understanding of organizational changes.
- Translate change objectives into strategies and meaningful performance measures.
- Anticipate barriers and resistance to change and seek solutions.
- Support and reward individuals to implement the change.

KEY COMPETENCIES

- Accountability and Measurement
- Innovation
- Building Alliances
- Strategy Formulation
- Vision

CLASS SIZE

22 participants

LENGTH

3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY13 Schedule](#))

WHO SHOULD ATTEND

Middle and senior managers engaged in change in the workplace.

Exceptions by request for frontline managers and senior staff who implement major change.

ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Approximately two weeks prior to class start, you will receive an email detailing precourse assignments.

RELATED COURSES

Inquiry, Influence &
Implications
(FAA01249)

Strategy Formulation
and Implementation
(FAA01200015)

Systems Thinking
(FAA01277)

Managerial Coaching and Mentoring (MCM)

COURSE NUMBER **FAA01299**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

This highly interactive three-day coaching course covers the full spectrum of managerial coaching activities. It begins by providing foundational coaching skills for managers who must coach and mentor subordinates, with a focus on managing managers, then moves on to apply these skills to common managerial coaching scenarios like:

- supporting a new manager's transition into management
- addressing ineffective performance
- preparing a manager to take on new challenges
- dealing with managerial burnout.

Participants also learn to distinguish coaching from mentoring and counseling, determine readiness of a coaching candidate, and select the best coaching or mentoring approach.

OBJECTIVES

- Coach, mentor, and guide development of employees and subordinate managers.
- Provide constructive feedback to employees and subordinate managers to facilitate their development.
- Listen effectively and communicate understanding.
- Effectively interpret intent, influence, and non-verbal elements of communication.
- Fulfill coaching responsibilities outlined in MWP policy guidance.

KEY COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7154** to discuss options.

CLASS SIZE

16 participants

LENGTH 3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 Schedule](#)
and [FY13 Schedule](#))

WHO SHOULD ATTEND

Recommended for all
managers; priority given to
managers of probationary
managers

ENROLLMENT

To enroll, contact your line
organization's training
coordinator.

PREREQUISITE

None

PRECOURSE

Approximately four weeks
prior to class start, you will
receive an email detailing
assignments that must be
completed prior to your
arrival at CMEL.

RELATED COURSES

Constructive Conflict
Management
(FAA01318)

Frontline Manager Course-
Phase 3 (FAA01292)

Influence, Inquiry &
Implications
(FAA01249)

Middle Manager Course
(FAA01291)

Systems Thinking
(FAA01277)

Managing Change (MC)

COURSE NUMBER **FAA01306**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Managing Change is designed for managers, supervisors, and others who are impacted by current organizational change initiatives or are responsible for implementing change in their organization. The course provides participants opportunities to increase individual awareness about their attitudes, approaches, perspectives, and possible reactions to change.

This learning is accomplished through a variety of exercises, videos, and discussions related to individual and organization major change initiatives. Participants provide feedback to each other and contribute to the learning experience by discussing the impact and effectiveness of their previously-held and newly-formed perspectives. As perspectives shift, students create strategies designed to increase their ability to contribute effectively in a changing environment.

OBJECTIVES

- Identify concepts, skills, and tools for the effective management of change.
- Evaluate personal effectiveness in response to change.
- Apply concepts, skills, and tools to support themselves and others during organizational change.

KEY COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Communication
- Innovation
- Interpersonal Relations and Influence

CLASS SIZE

18 participants

LENGTH 3 days
(Tuesday, 8:00 a.m. –
Thursday, 5:00 p.m.)
24 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Managers engaged in
managing change in the
workplace

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Leading Organizational
Change
(FAA01200016)
Strategy Formulation
and Implementation
(FAA01200015)
Systems Thinking
(FAA01277)

Managing in the Federal Labor Relations Environment (eLR)

COURSE NUMBER **FAA01200430**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Knowing labor relations laws and policies and applying them are different. This elearning course will enhance your ability to effectively apply labor relations policies and laws. A prerequisite of this course is for you to have a thorough understanding of the LMR principles and laws.

This course is comprised of five lessons totaling 16 hours in length. Materials are skill-based and highly interactive using instructor facilitated sessions in a virtual classroom environment via Blackboard. Methodologies used in the course are readings, group discussions, quizzes, case studies, a simulation, and other application level activities.

OBJECTIVES

- Apply knowledge of LR laws and FAA policies to workplace situations.
- Demonstrate knowledge of management and union rights and responsibilities as specified in labor law.
- Recognize bargaining situations and take appropriate actions in concert with the CBA.
- Choose appropriate management actions and techniques when handling conduct situations.
- Apply knowledge of processes for resolving differences between labor and management.

RELATED COMPETENCIES

- Agility
- Communication
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

16 participants

LENGTH

16 hours—
*delivered over
a four-week period*

LOCATION

Online Virtual Classroom
via Blackboard

UPCOMING DELIVERIES

(see [FY12 Schedule](#))

WHO SHOULD ATTEND

FAA managers with a thorough understanding of the LMR principles and laws

ENROLLMENT

To enroll, contact your organization's training coordinator.

PREREQUISITE

A thorough understanding of LMR principles and laws

PRECOURSE

None

RELATED COURSES

Labor Management
Relations (FAA01205)

Frontline Manager Series
LMR

- *History, Roles, and Laws (FAA01200412)*
- *Bargaining (FAA01200413)*
- *Types of Meetings (FAA01200414)*

Conduct and Discipline

- *Basics of Ethical Behavior (FAA01200415)*
- *Conducting an Investigation (FAA01200416)*
- *Disciplinary Process (FAA01200417)*

Mediation Techniques for Conflict Resolution (MTC)

COURSE NUMBER **FAA01236**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

This course is designed to give participants experience in the use of mediation techniques to increase/enhance workplace productivity, relationships, and morale. Participants will learn to assist others to resolve workplace conflicts by asking effective questions, clarifying interests, developing options and minimizing or eliminating non-productive behaviors.

Mediation Techniques for Conflict Resolution includes both a Distance Learning component and a classroom component. To prepare for the classroom portion, participants will be required to complete a one-hour Distance Learning module "Introduction and Self-Assessment." This component provides a basic overview of the course and gives participants the opportunity to assess their current conflict management styles.

The classroom portion of the course includes large and small group discussions, group activities, written exercises, videotaped skill practices, and giving and receiving of peer and instructor feedback.

OBJECTIVES

- Assess conflict resolution behaviors.
- Recognize alternative methods for managing conflict.
- Describe a five-step mediation process.
- Demonstrate effective mediation techniques.
- Demonstrate techniques to minimize non-productive behaviors.
- Give and receive feedback on effectiveness of mediation skills and techniques.

RELATED COMPETENCIES

- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

14 participants

LENGTH 2 days
(8:00 a.m. – 5:00 p.m.)
16 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Supervisors and managers who have **NOT** had previous mediation training

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Distance learning module "Introduction and Self-Assessment"

RELATED COURSES

Labor Management Relations (FAA01205)
Systems Thinking (FAA01277)

Mentoring: A Skill Building Course (MSB)

COURSE NUMBER **FAA01200012**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

The FAA recognizes that effective mentoring is an important part of the culture of high performance organizations. For this reason, Flight Plan goals in the Organizational Excellence area include the development of a national mentoring program to promote employee development. Mentoring behaviors are also inherent in several competencies of the FAA Managerial Success Profile. This highly interactive course supports that program by building the skills that prospective mentors need to conduct successful sessions with their mentees.

Methodologies include lecture, discussion, small and large group activities, self-assessment, and skill practices.

OBJECTIVES

- Use an approach focused on developing mentee abilities that can be used in a wide variety of situations.
- Avoid non-productive and overly directive mentor behaviors.
- Develop six essential communication skills.
- Help the mentee to develop eight advanced analytic and relationship skills.
- Effectively conduct the first three mentoring sessions.

KEY COMPETENCIES

- Building Alliances
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

CLASS SIZE

20 participants

LENGTH 1½ days
(Class times vary.)
12 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

FAA Managers

ENROLLMENT

To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Managerial Coaching and
Mentoring (FAA01299)

Middle Manager Course (MMC)

COURSE NUMBER **FAA01291**

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Middle Manager Course focuses on the skills required to manage the unique challenges and responsibilities of middle management, including aligning resources and developing leaders to achieve Agency performance targets, identifying or building processes to meet organizational objectives, and creating implementation plans to deliver organizational results based on strategic goals. Methodologies include lecture, coaching and feedback, discussion, case study, skill practice, and group activities.

OBJECTIVES

- Practice skills necessary to lead and develop other leaders.
- Understand your role and influence on organizational culture.
- Develop or enhance the ability to build networks and relationships that contribute to success.
- Understand how to effectively monitor and guide organizational performance.
- Apply sound leadership and business principles that contribute to the Agency's strategic direction.

KEY COMPETENCIES

- | | |
|----------------------------------|---------------------------------------|
| • Accountability and Measurement | • Innovation |
| • Business Acumen | • Managing Organizational Performance |
| • Developing Talent | • Strategy Formulation |

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7154** to discuss options.

CLASS SIZE

24 participants

LENGTH 4 days
(Monday, 8:00 a.m. -
Thursday, 5:00 p.m.)
32 hours
(Effective July 2012)

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY12 Schedule](#)
and [FY13 Schedule](#))

WHO SHOULD ATTEND

Required for all first time
middle managers in their
first year on the job

Recommended for all
middle and senior managers

Non-managers are **not
eligible** to attend.

ENROLLMENT

To enroll, contact your line
organization's training
coordinator.

PREREQUISITE

None

PRECOURSE

Approximately four weeks
prior to class start, you will
receive an email detailing
several assignments,
including the **Multi-rater
Feedback Assessment**,
that must be completed
prior to your arrival at
CMEL.

RELATED COURSES

Managerial Coaching and
Mentoring (FAA01299)

Strategy Formulation
and Implementation
(FAA01200015)

Systems Thinking
(FAA01277)

Personal Property Management (PPM)

COURSE NUMBER **FAA01200029**

For information about this course, contact:
Fred Cox, ALO-400
(202) 493-4324

DESCRIPTION AND LEARNING STRATEGY

The *Personal Property Management* course is a comprehensive course of the processes for personal property to include Reports of Survey, Reutilization & Disposition, and Fleet Management. The course is designed for the application and demonstration of the knowledge and skills needed to enhance effectiveness as FAA representatives when managing personal property programs.

Methodologies for this course include lecture, facilitated discussions, small group activities, and case study skill demonstrations.

OBJECTIVES

Using and in accordance with reference documents and course materials, participants will:

- Explain and apply the roles and responsibilities for personal property management.
- Explain and apply the regulatory guidance necessary for effective personal property management.
- Demonstrate key processes involved in personal property management.
- Demonstrate use of various tools and automated systems used in personal property management.

KEY PERSONAL PROPERTY COMPETENCIES

- Personal Property Management
- Reports of Survey
- Reutilization and Disposition
- Fleet Management

CLASS SIZE

18 participants

LENGTH 7½ days
(Tuesday, 8:00 a.m. –
Thursday, 12:00 noon)
60 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

See [eLMS](#) schedule.

WHO SHOULD ATTEND

Intermediate level
Logistics Management
Specialists

Recommended for all
FAA employees and
contractors involved in
managing personal
property programs.

ENROLLMENT

A point of contact will
be identified at time of
offering.

PREREQUISITE

Introduction to Materiel
and Personal Property
Course (FAA1200014)

PRECOURSE

None

Positive Approach to Leadership: Employee Engagement

COURSE NUMBER **FAA01200023**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

This course is designed to enhance the leadership skills of frontline managers in the DOT. This session focuses on the fundamental competencies of effective leadership, empowerment, and employee engagement. Participants will discuss the characteristics of effective leadership and the role of trust, confidence, and fairness when leading others. Course participants will also analyze a case study and participate in a skill practice.

OBJECTIVES

- Recognize the expectations and obligations of leaders in a complex federal context.
- Model effective leadership behaviors such as communication, fairness, and trust.
- Identify and develop strategies for enhancing leadership skills that promote employee engagement.

CLASS SIZE

25 participants

LENGTH 1 day
(Class times vary.)
7.5 hours

LOCATION

Customer designated facility

UPCOMING DELIVERIES

This course is available as a **fee-for-service delivery** only.

WHO SHOULD ATTEND

Frontline managers in the Department of Transportation

ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Assignment details will be sent to enrolled participants in advance of the class start date. This assignment must be completed prior to your arrival at class.

Preparing to Present to the Authority (PPA)

COURSE NUMBER **FAA01200004**

For information about this course, contact:
Cabrina Smith, AHL-200
(202) 267-3421

DESCRIPTION AND LEARNING STRATEGY

Preparing to Present to the Authority is designed for Labor/Employee Relation Specialists. This course provides advice and practice in preparing position statements for presentation before the Federal Labor Relations Authority.

Course topics led by FAA subject matter experts include the ULP process, statutory references for ULP's, settlement, conducting an investigation in response to a ULP, and writing effective position statements.

This highly interactive program features lectures, facilitated discussions, small group activities, skill demonstration, and case position statement presentations.

OBJECTIVES

- Increase understanding of Title 5 of the Civil Service Reform Act Chapter 71.
- Differentiate between a charge and a complaint.
- Demonstrate how to formulate an effective position statement.

KEY COMPETENCIES

- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Problem Solving

CLASS SIZE

20 participants

LENGTH 4½ days
(Monday 8:00 a.m. –
Friday 12:00 noon)
36 hours

LOCATION

FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

Future offerings will be
announced through AHL.

WHO SHOULD ATTEND

Labor/Employee Relation
Specialists

ENROLLMENT

A Point of Contact will
be identified at time of
offering.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Arbitration Advocacy
(FAA01297)

Conduct and Discipline:
Building a Winning Case
(FAA14000003)

Labor Relations for
Practitioners:
Collective Bargaining
(FAA14000004)

Presentation Techniques (PT)

COURSE NUMBER **FAA01263**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Presentation Techniques is a three-day program that prepares content experts to deliver information and skill-building activities effectively and confidently. The course provides strategies for handling challenging situations; ways to encourage learner involvement; along with how to use classroom technology, field questions, and gauge how well learning is progressing. The class uses discussion and application exercises.

OBJECTIVES

- Identify the characteristics of adult learners.
- Discuss the importance of adult learning theories and techniques when delivering training.
- Define the role of a trainer in the success of a presentation.
- Demonstrate the use of tools and techniques to create a positive learning environment and increase learner motivation.
- Demonstrate effective presentation techniques.
- Identify ways to deal with difficult people and situations.

KEY COMPETENCIES

- Agility
- Communication
- Developing Talent

CLASS SIZE

Delivery Variation:
12 participants
or 20 participants

LENGTH 3 days
(8:00 a.m. - 5:00 p.m.)
24 hours

LOCATION

Customer site or FAA
Center for Management
and Executive Leadership,
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Subject matter experts
who provide briefings,
presentations, or training

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Facilitator Training Course
(FAA01523)

Staff Study Fundamentals (SSF)

COURSE NUMBER FAA01259

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Most public sector organizations are experiencing the impact of downsizing, budget cuts, and demands for more effective resource allocation. One increasingly visible impact is the need for decisions to be made with reliable data provided by staff studies. The importance of a good staff study has increased exponentially during this time of change.

Participants will examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. The course consists of mini-lectures, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes through opportunities to practice those skills and to expand their awareness of available resources. A specific case situation will be worked through the course.

Through these activities, participants will develop skills in dealing with data and presenting information, understand the value of specific processes and work flow model, and become more comfortable operating independently to execute projects requiring effective staff work.

OBJECTIVES

- Demonstrate the procedures to conduct an effective staff study.
- Write a purpose statement that meets provided criteria.
- Demonstrate the techniques for gathering, organizing and analyzing data.
- Demonstrate generating, narrowing, and analyzing options.
- Demonstrate the procedures for selecting a recommendation.
- Demonstrate a staff study briefing.

KEY COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Business Acumen
- Communication
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

CLASS SIZE

14 participants

LENGTH 3 days
(8:00 a.m. - 5:00 p.m.)
24 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

WHO SHOULD ATTEND

Administrative support staff and others responsible for executive research and recommendations

ENROLLMENT

To arrange a *fee-for-service delivery*, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Facilitator Training Course
(FAA01523)

Strategy Formulation
and Implementation
(FAA01200015)

Systems Thinking
(FAA01277)

Strategy Formulation and Implementation (SFI)

COURSE NUMBER FAA01200015

Note: This course is a revision of the Strategic Planning course and replaces SP FAA01275

For information about this course, contact:
FAA Program Manager
(386) 446-7251

DESCRIPTION AND LEARNING STRATEGY

Participants will gain understanding of the FAA's Strategic and Business planning processes, and how these apply to their local budget and operations. They will use data to develop a vision of a more desirable future for their area of responsibility. They will communicate that vision in a way that enrolls stakeholders in working toward a shared vision. Participants will practice developing strategies, implementation plans, and performance metrics that will move their organization toward the shared vision. Methodologies include lecture/discussion, team presentations, and an individual videotaped presentation.

OBJECTIVES

The following course objectives are performance indicators in the Managerial Success Profile.

- Anticipate changes that will impact mission (e.g., economic, technological, political, etc.).
- Use trends to determine how the organization will change in the future.
- Balance a long-term view of mission and purpose with short-term requirements.
- Build a shared vision with others across the organization.
- Engage others in translating vision into action.
- Plan for changing trends that can affect operations.
- Develop and implement realistic business plans to achieve strategic goals and objectives.
- Develop common ground among a wide range of stakeholders (e.g., other operational units, labor, industry, public, international, or other governmental entities).
- Translate objectives into meaningful performance measures.
- Align people, finances, and other resources to achieve cost and performance objectives.

KEY COMPETENCIES

- Accountability and Measurement
- Business Acumen
- Building Alliances
- Strategy Formulation
- Vision

CLASS SIZE

18 participants

LENGTH

4 days
(Monday, 8:00 a.m. –
Thursday, 5:00 p.m.)
32 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

(see [FY13 Schedule](#))

WHO SHOULD ATTEND

Middle and Senior managers

Exceptions by request for
frontline managers and
senior staff who implement
major change.

ENROLLMENT

To enroll, contact your line
organization's training
coordinator. To arrange a
fee-for-service delivery,
call (386) 446-7154.

PREREQUISITE

None, however Leading
Organizational Change
(FAA0120016) is
recommended.

PRECOURSE

Participants will complete
a line of sight assignment
prior to attending class.

RELATED COURSES

Inquiry, Influence &
Implications
(FAA01249)

Leading Organizational
Change (FAA01200016)

Systems Thinking
(FAA01277)

Strategy Formulation and Implementation for Public Sector Agencies (SFI-PSA)

COURSE NUMBER **FAA01200030**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Participants will gain understanding of strategic and business planning processes, and how these apply to their agency's budget and operations. They will use data to develop a vision of a more desirable future for their area of responsibility. They will communicate that vision in a way that enrolls stakeholders in working toward a shared vision. Participants will practice developing strategies, implementation plans, and performance metrics that will move their organization toward the shared vision. Methodologies include lecture/discussion, team presentations, and an individual videotaped presentation.

OBJECTIVES

- Anticipate changes that will impact mission (e.g., economic, technological, political, etc.).
- Use trends to determine how the organization will change in the future.
- Balance a long-term view of mission and purpose with short-term requirements.
- Build a shared vision with others across the organization.
- Engage others in translating vision into action.
- Plan for changing trends that can affect operations.
- Develop and implement realistic business plans to achieve strategic goals and objectives.
- Develop common ground among a wide range of stakeholders (e.g., other operational units, labor, industry, public, international, or other governmental entities).
- Translate objectives into meaningful performance metrics.
- Align people, finances, and other resources to achieve objectives.

KEY COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Business Acumen
- Strategy Formulation
- Vision

CLASS SIZE

18 participants

LENGTH

4 days
(Monday, 8:00 a.m. –
Thursday, 5:00 p.m.)
32 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is available as a fee-for-service delivery.

WHO SHOULD ATTEND

Middle and Senior managers

Frontline managers with responsibilities for planning and implementing major projects or organizational improvement initiatives may attend.

ENROLLMENT

To enroll, contact your line organization's training coordinator. To arrange a **fee-for-service delivery**, call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

Participants will complete a line of sight assignment prior to attending class.

RELATED COURSES

Inquiry, Influence &
Implications
(FAA01249)

Leading Organizational
Change (FAA01200016)

Systems Thinking
(FAA01277)

Systems Thinking (SYT)

COURSE NUMBER **FAA01277**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Systems Thinking is designed to provide public sector leaders and problem-solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system. Participants enhance their problem solving skills by: (a) applying systems thinking to analyze issues and design strategic interventions, (b) engaging in effective inquiry and advocacy, and (c) identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness. Methodologies include systems simulations on the computer and in the classroom, videos, worksheets, case studies, and lecture/discussion.

OBJECTIVES

- Use System Thinking concepts to identify individual and organizational assumptions that influence work-related situations.
- Identify and analyze how the interaction among system components influences outcomes.
- Use inquiry skills to clarify assumptions and to explore how assumptions limit organizational learning and innovation.
- Use systems thinking principles, concepts, and tools to design alternative ways of addressing specific organizational issues.
- Use tools and techniques to generate and explore possible implications of systemic problems or issues.

KEY COMPETENCIES

- Agility
- Building Alliances
- Communication
- Innovation
- Problem Solving
- Strategy Formulation
- Vision

CLASS SIZE

18 participants

LENGTH

4 days
(Monday, 8:00 a.m. –
Thursday, 5:00 p.m.)
32 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Course is appropriate for
any manager who deals
with complex issues and
needs to apply analytical
tools that address the
"bigger picture." The
course is adaptable for
intact groups or cross-
organizational classes.

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Inquiry, Influence &
Implications
(FAA01249)
Strategy Formulation
and Implementation
(FAA0120015)

Team Leader Course (TLC)

COURSE NUMBER **FAA01200021**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

Team Leader Course is designed for new, first time team leaders. Participants develop practical skills through application of basic supervisory policies and procedures. The focus is on maintaining operational effectiveness, achieving organizational results, and stepping up to the challenge of being a team lead.

Learning activities include simulations, business skills practice, case studies, and application exercises.

OBJECTIVES

- Lead with consistency, dignity, compassion, and integrity.
- Communicate openly and honestly.
- Use feedback to identify and close one's own managerial skill gaps.
- Communicate organizational direction and priorities clearly.
- Effectively address individual and unit or organizational performance issues.
- Provide feedback to co-workers to support their development.

KEY COMPETENCIES

- Accountability and Measurement
- Building A Model EEO Program
- Communication
- Integrity and Honesty
- Managing Organizational Performance

CLASS SIZE

Delivery Variations:
12 or 24 participants

LENGTH 4 ½ days
(Monday, 8:00 a.m. –
Friday, 12:00 noon)
32 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Newly selected team
leaders

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None. However, Frontline
Manager Course Phase 1
(FAA30200099) is highly
recommended.

PRECOURSE

None

RELATED COURSES

Constructive Conflict
Management
(FAA01318)
Systems Thinking
(FAA01277)

Working Together Effectively/Collaborative Team Process (WTE/CTP)

COURSE NUMBER **FAA01255**

For information about this course, contact:
FAA Program Manager
(386) 446-7154

DESCRIPTION AND LEARNING STRATEGY

The *Working Together Effectively using Collaborative Team Processes* (WTE/CTP) course is designed to enhance the collaborative skills of work team members. This 4½-day course focuses on the attitudes, strategies, and tools needed for effective communication and teamwork. Participants will also learn to define team problems, analyze causes and potential solutions, reach collaborative decisions, and manage conflict situations appropriately.

The course uses interactive lecturattes and class discussions, case studies, structured experiences, and style preference instruments. Significant time is also spent in workshop skill practices where real team issues are addressed using the skills and tools provided.

OBJECTIVES

- Enhance trust and mutual respect among team members.
- Apply collaborative communication techniques to team activities.
- Promote active involvement in accomplishing team goals.
- Give and receive feedback in a manner which enhances individual and team productivity and product quality.
- Identify team problems and apply problem-solving methods.
- Apply decision-making techniques to team problems.
- Define individual and/or team conflict situations and apply appropriate conflict management strategies.

RELATED COMPETENCIES

- | | |
|-------------------------------------|---|
| • Agility | • Communication |
| • Building Alliances | • Developing Talent |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program | • Problem Solving |

CLASS SIZE

24 participants

LENGTH 4½ days
(Monday, 8:00 a.m. –
Friday, 12:00 noon)
36 hours

LOCATION

Customer site or
FAA Center for
Management and
Executive Leadership
Palm Coast, Florida

UPCOMING DELIVERIES

This course is currently
available only as a
fee-for-service delivery.

WHO SHOULD ATTEND

Work team members

ENROLLMENT

To arrange a **fee-for-
service delivery**,
call (386) 446-7154.

PREREQUISITE

None

PRECOURSE

None

RELATED COURSES

Leading Organizational
Change
(FAA01200016)
Systems Thinking
(FAA01277)
Working Styles and
Team Effectiveness
(FAA01282)

Federal Aviation Administration
Center for Management and Executive Leadership
4500 Palm Coast Parkway, SE
Palm Coast, FL 32137

For information, contact

FAA Program Manager
(386) 446-7154

9-AMC-CMEL-WEB@faa.gov

Visit our websites

www.cmel.faa.gov

or

<https://employees.faa.gov/org/centers/mmac/academy/cmel/>