

## Management/Supervisory Courses

### Applied Human Resources Management (HRM) for Supervisors

**Course length:** 5 days

**Course number:** DTC08CLS004

#### Description

This 5-day vendor-delivered course builds upon and expands the basic Federal civilian HRM concepts and information introduced in the DLA Online HRM Modules. Through individual and group exercises, case studies, role-playing and other activities, supervisors understand their roles and responsibilities in managing human resources. Course content and individual activities focus on all human resource management functional areas, to include: designing the organization and individual positions; workforce planning, interviewing, and employee development; managing performance; coaching, counseling, and redirecting conduct and performance; effectively managing leave and attendance; supervising under a negotiated union agreement; resolving disputes, complaints and grievances; and accomplishing supervisory duties in a fair and legal manner.

#### Course objectives

- Describe the roles of the supervisor and manager in public sector HRM.
- Understand what it takes to make a successful transition from managing yourself to managing others.
- Describe the legal basis for Equal Employment Opportunity (EEO), identify types of discrimination, and utilize the Reach Equitable Solutions Voluntarily and Easily (RESOLVE) process for alternative dispute resolution.
- Understand the purpose of Affirmative Employment Programs and describe ways of leveraging diversity in the workplace.
- Describe the supervisor's obligations when working with employees who are members of a bargaining unit.

#### Course objectives, continued

- Describe the supervisor's role in position management and classification.
- Identify strategies, considerations, and limitations for filling position vacancies.
- Describe the components of an effective performance management system and the supervisor's role in managing these components.
- Identify the steps for understanding performance problems and describe the options for dealing with them.
- Effectively manage supervisory responsibilities in the Federal Workers' Compensation Program and other employee entitlement programs.
- Describe misconduct and the steps for taking appropriate disciplinary actions.
- Identify developmental needs and goals of the workforce and implement individual and organizational learning strategies.
- Effectively use rewards and recognition to motivate employees.
- Coach and mentor employees for enhancement performance and retention.

#### Who should attend

All newly appointed supervisors and military assigned to DLA. This is a mandatory course for the Tier II Supervisor Certification Program.

**Prerequisite:** DLA Online HRM Modules

**Maximum number of course participants:** 25

**Course manager:** Paula Kluczynski

**Course cost:** No cost for DLA Tier II Supervisors, active-duty and military assigned to DLA \$750 per student if not Tier II

Contact DLA Training for our same site, back-to-back delivery pricing discount.

**DLA Training:** 1-800-458-7903, DSN 850-5990, or Commercial 614-692-5990

## Behavior-Based Interviewing (BBI)

**Course length:** 1 day

**Course number:** HR-BBIILT

**Continuing Education Units:** 0.8



### Description

This one day course is the instructor-led portion of the *Behavior-Based Interviewing* requirement (see prerequisite below). This course teaches participants how to conduct a behavior-based interview and covers topics such as doing a job analysis, determining the core competencies, and benchmarks for a job and identifying behaviors that indicate competency possession. Participants will write and then practice asking behavior-based questions and clarification questions in an interview setting. Participants will also practice rating the interview and selecting a candidate.

### Course objectives

Upon completion of this course, students will be able to

- explain the DLA preferred interview approach
- discuss the benefits of structured interviews to you and DLA
- design a structured interview, including determining competencies, questions, and benchmarks for a sample job position
- conduct a structured interview, and
- rate a behavior-based interview.

### Who should attend

DLA supervisors who have not completed the class previously.

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**Prerequisite:** Completion of SkillSoft online course LDR-HR0213, *Preparing for the Behavior Based Interview*

**Maximum number of course participants:** 25

**Course manager:** Napoleon Walker

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**Contact the course manager for pricing.**

**Note:** DLA Training is the sole source for these course materials. All course materials must be purchased from DLA Training regardless of who teaches the course.

## DLA Online Human Resources Management (HRM) Supervisory Training

**Course length:** Approximately 12 hours

**Course number:** DTC08WEB002

### Description

These online training modules present basic concepts and regulatory information on Federal Civilian Human Resources Management (HRM). The training is accessible at <http://www.hr.dla.mil> (see “Current Employees” section, click on “Supervisory Development Program”).

Modules address the following subject areas:

- Alternative Dispute Resolution
- Attendance and Leave
- Career Planning and Development
- Classification
- Conduct and Discipline
- Workplace Violence Prevention
- Drug Testing
- Fair Labor Standards Act
- Incentive Awards and Motivation
- Injury Compensation
- Merit Promotion
- Merit Systems Principles
- Performance Management
- Personnel Security
- Reduction in Force

The length of any individual module may range from 15 minutes to slightly over one hour. Completion of the online modules would appropriately be followed by the *Applied HRM for Supervisors* course that explores the basic concepts in more depth and applies them to real-world situations.

### Course objective

Upon completion of this training, participants will be able to apply the fundamental facts and principles related to the various HRM topics.

### Who should attend

This training is targeted to all new supervisors, in addition to aspiring supervisors and other individuals interested in learning more about HRM. It also serves as a valuable resource for seasoned supervisors and military that wish to refresh their knowledge of basic Federal civilian HRM concepts and requirements. This is a mandatory course for the Tier II Supervisor Certification Program.

**Prerequisite:** None

**Maximum number of course participants:** N/A

**Course manager:** Lynn Travers

**Course cost:** No cost

Contact DLA Training for our same site, back-to-back delivery pricing discount.

**DLA Training: 1-800-458-7903, DSN 850-5990, or Commercial 614-692-5990**

## Leadership Education and Development (LEAD)

**Course length:** 4 days

**Course number:** DTC08CLS005

**Continuing Education Units:** 3.2



### Description

LEAD is a dynamic, fast-paced, and fun 36-hour program that involves individual and group participation and interpersonal interaction, along with short individual assignments. There is very little lecture. In fact, you do not even need to bring the book you get to class—just yourself and an open mind. You will learn the course content by participating in group activities, feedback/discussion sessions, and assessments that will allow you to “experience” what you are learning.

Topics include:

- Leadership Defined
- Situational Leadership
- Motivation
- Communication
- Counseling Skills
- Conflict Management
- Group Development
- Team Building
- Decision-Making
- Values and Ethics

### Course objectives

- Assess their own effectiveness.
- Assess employee and team effectiveness.
- Motivate and influence employees.
- Communicate effectively.
- Conduct counseling.
- Resolve conflict.
- Develop strategies to create fully functioning teams.
- Make effective decisions.
- Explain the effect of values on individual and team effectiveness.

### Who should attend

This is a mandatory course for the Tier II Supervisor Certification Program. Participant must be a supervisors or team lead.

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**Prerequisite:** None, however participant must be a supervisor (or team lead)

**Maximum number of course participants:** 21

**Course manager:** Yvonne Watson

**Course cost:** \$700 per student, no additional cost for DLA Tier II Supervisors and active-duty military assigned to DLA.

## LEAD Refresher Plus

**Course length:** 1 day

**Course number:** DTC10CLS003

**Continuing Education Units:** 0.8



### Description

You asked, we listened. We reviewed 350 Tier II surveys and gathered information from seven years of LEAD course evaluations to create a course that reviews the main concepts of the original LEAD class, and includes all new materials that address your most requested leadership topics. This fast-paced, interactive course, presented in the style of the original LEAD class, introduces three new topics to the participant:

- Time management
- Change management
- Ethics for executives

### Course objectives

- Review and reflect on the key points of the original LEAD course.
- Discuss how LEAD concepts have been successfully implemented by members of the class, and what challenges the members of the class have faced in that implementation.
- Identify techniques for managing time and delegating more effectively.
- Develop strategies for managing change.
- Develop strategies for more effective teaming up, down, and across the organization.
- Consider issues related to personal, organizational, and international ethics.

### Who should attend

Supervisors who have completed LEAD training, and have one or more years of additional experience since taking LEAD.

**Prerequisite:** Completion of LEAD course, plus one additional year of experience.

**Maximum number of course participants:** 25

**Course manager:** Yvonne Watson

**Course cost:** \$4,000

**Public offering:** \$200 per student

Contact DLA Training for our same site, back-to-back delivery pricing discount.

**DLA Training:** 1-800-458-7903, DSN 850-5990, or Commercial 614-692-5990

## Leading Teams and Projects

**Course length:** 2 days

**Course number:** DTC11CLS012

### Description

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

### Course objectives

- Understand the basic tenets of leadership.
- Explore how teams develop and what is needed to maximize their effectiveness.
- Strengthen the interpersonal and managerial skills critical to productive teamwork.
- Practice group facilitation and team building skills.
- Refine key team leadership skills such as using influence without authority through a variety of team exercises.
- Devise effective strategies to manage team conflict.
- Comprehend the importance of work relationships, identify strategies for effective partnering.
- Design effective techniques for delegating and monitoring work.

### Who should attend

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

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**Prerequisite:** None

**Maximum number of course participants:** 25

**Course manager:** Yvonne Watson

**Course cost:** \$5,200

**Public offering:** \$275 per student

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## The Myers-Briggs Type Indicator (MBTI) for Leaders: Develop More Effective Leaders of Every Personality Type

**Course length:** 1 day

**Course number:** DTC11CLS015

### Description

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

### Course objectives

- Identify individual leadership potential.
- Create a plan tailored to specific leadership challenges while staying true to each leader's true nature.
- Focus on the three main activities of leaders:
  - Set direction for an organization
  - Inspire others to work toward that direction
  - Mobilize the effective accomplishment of goals
- Move more quickly along the Leadership Development Path through the use of type dynamics.

### Who should attend

All DLA Leaders (Managers and/or Supervisors) should attend.

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**Prerequisite:** None

**Maximum number of course participants:** 16

**Course manager:** Lynn Travers

**Course cost:** \$4,000

**Public offering:** \$325 per student

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**DLA Training: 1-800-458-7903, DSN 850-5990, or Commercial 614-692-5990**

## One-on-One Coaching

**Course length:** 8 hours (4 one-hour telephone sessions and pre-session homework/preparation)

**Course number:** DTC08CLS006

### Description

Following participation in the Multi-Source Feedback (MSF) Survey process and with the assistance of an executive coach, newly appointed supervisors will interpret feedback from key stakeholder groups, identify patterns and perception gaps, establish several leadership goals, and implement an action plan for continuous leadership performance enhancement.

### Course objectives

- Describe the leadership behavioral change coaching process.
- Interpret MSF assessment results, identifying key behavioral themes and patterns.
- Develop and describe one to two key leadership behavior goals for targeted enhancement.
- Identify and engage individual stakeholders for ongoing feedback and suggestions.
- Develop and implement an action plan to facilitate leadership improvement and development.
- Continue to set development goals, implement actions plans, and stay motivated to learn, grow, and develop leadership skills and abilities.

### Who should attend

This is a mandatory component of the Tier II Supervisor Certification Program.

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**Prerequisite:** Participation in Multi-Source Feedback and appointment in the DLA Tier II Supervisor Certification Program

**Maximum number of course participants:** N/A

**Course manager:** Paula Kluczynski

**Course cost:** No cost for DLA Tier II Supervisors



## Peer Coaching

**Course length:** 20 hours (14 hours of classroom instruction, followed by six 1-hour telephone sessions)

**Course number:** DTC08CLS007

### Description

This course builds communication and coaching skills of supervisors and enhances their peer network for support and sharing of ideas and techniques.

### Course objectives

- Apply a coaching model and critical steps in the coaching process.
- Understand and effectively utilize their own coaching behaviors and styles.
- Better communicate with, motivate, and develop employees.
- Understand their own communication style and effectively adapt to differing styles.
- Partner with other DLA Tier II supervisors to brainstorm solutions for shared workplace challenges; discuss lessons learned and new leadership approaches; and support individual leadership development goals.
- Expand their leadership network and provide a supportive coaching environment.

### Who should attend

This is an optional component of the Tier II Supervisor Certification Program.

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**Prerequisite:** Appointment in the DLA Tier II Supervisor Certification Program

**Maximum number of course participants:** 24

**Course manager:** Paula Kluczynski

**Course cost:** No cost for DLA Tier II Supervisors

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## Situational Leadership

**Course length:** 6 hours

**Course number:** DTC10CLS004

**Continuing Education Units:** 0.4



### Description

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

### Course objectives

- Understand the concepts of Situational Leadership.
- Identify their preferred leadership style.
- Understand how to adapt their leadership style to match their employee's level of competence and commitment.

### Who should attend

Supervisors who have not attended the *DLA Leadership Education and Development (LEAD)* course.

Note: This course is not intended for current ELDP Tier II Program participants.

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**Prerequisite:** None

**Maximum number of course participants:** 25

**Course manager:** Yvonne Watson

**Course cost:** \$8,000

**Public offering:** \$400 per student

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## Transitioning to Manager

**Course length:** 2 days

**Course number:** DTC11CLS011

### Description

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

### Course objectives

- Understand the new responsibilities that accompany the transition from supervisor to manager.
- Understand the work of a manager in integrating people and activities.
- Develop a better understanding of the importance of establishing and supporting an effective work environment.
- Learn strategies for building collaboration and partnerships internally and externally.
- Develop a better understanding of the role of a manager in coaching, communication, motivation, delegation, and performance management.

### Who should attend

This course is designed for new DLA managers.

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**Prerequisite:** None

**Maximum number of course participants:** 25

**Course manager:** Yvonne Watson

**Course cost:** \$5,200

**Public offering:** \$275 per student

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**DLA Training: 1-800-458-7903, DSN 850-5990, or Commercial 614-692-5990**

## Understanding and Managing Conflict

**Course length:** 1 day

**Course number:** DTC09CLS029

**Continuing Education Units:** 0.8



### Description

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

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

### Course objectives

- Understand the combination of factors that cause conflict.
- Apply SDI concepts to build stronger teams and to prevent and manage conflict.
- Enhance skills for working with others in business and personal settings.
- Create an action plan for applying the information from this course.

### Who should attend

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

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

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**Prerequisite:** None

**Maximum number of course participants:** 25

**Course manager:** Bill Velbeck

**Course cost:** \$4,000

**Public offering:** \$200 per student