

## Federal Supervisory Training Framework -- DRAFT

<b>Aspiring Leader Team Leader</b>	<b>New Supervisor First 3 Months</b>	<b>New Supervisor First Year</b>	<b>Experienced Supervisor</b>	<b>Mandatory Training</b>
	<i>Critical Transition*</i>			
<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• <i>Team Building</i></li> <li>• <i>Technical Credibility</i></li> <li>• <i>Conflict Management</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Accountability</i></li> <li>• <i>Decisiveness</i></li> </ul> <p><b>Fundamental Competencies</b></p> <ul style="list-style-type: none"> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Written Communication</i></li> <li>• <i>Continual Learning</i></li> <li>• <i>Public Service Motivation</i></li> </ul>	<p><b>Technical Knowledge</b></p> <ul style="list-style-type: none"> <li>• Pay and Leave Policy</li> <li>• Time and Attendance</li> <li>• Prohibited Personnel Practices</li> <li>• Workplace Violence Prevention and Response</li> <li>• Telework Policy</li> <li>• Managing Information, Knowledge &amp; Financial Management Systems</li> <li>• Union Participation Rights</li> </ul> <p><b>Recruitment and Selection</b></p> <ul style="list-style-type: none"> <li>• Hiring Reform</li> <li>• Merit System Principles</li> <li>• Category Rating</li> <li>• Interviewing Skills</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Developing Performance Standards</li> <li>• Conducting Performance Appraisals</li> <li>• Handling Unacceptable Performance</li> <li>• Recognition and Awards</li> </ul>	<p><b>Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• <i>Human Capital Management</i></li> <li>• <i>Leveraging Diversity</i></li> <li>• <i>Developing Others</i></li> <li>• <i>Strategic Thinking</i></li> <li>• <i>Conflict Management</i></li> <li>• <i>Creativity and Innovation</i></li> </ul> <p><b>Developing Others</b></p> <ul style="list-style-type: none"> <li>• <i>Team Building</i></li> <li>• Employee Onboarding</li> <li>• Individual Development Plans</li> <li>• Mentoring &amp; Coaching</li> </ul> <p><b>Technical Knowledge</b></p> <ul style="list-style-type: none"> <li>• Employee &amp; Labor Relations</li> <li>• Federal Budget Process</li> <li>• Diversity &amp; Inclusion</li> <li>• Financial Management</li> <li>• Customer Service</li> </ul> <p><b>Talent Management</b></p> <ul style="list-style-type: none"> <li>• Staffing &amp; Classification</li> <li>• Writing Position Descriptions</li> <li>• Promotions &amp; Incentives</li> <li>• Workforce Planning</li> </ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Providing Effective Feedback</li> <li>• Motivating &amp; Engaging Employees</li> <li>• Holding Employees Accountable</li> <li>• Work-Life Balance</li> </ul> <p><b>Organizational Performance Management</b></p> <ul style="list-style-type: none"> <li>• Agency Performance Management Systems</li> <li>• Aligning Performance Objectives with Agency Goals</li> <li>• Aligning Office Goals with Agency Strategic Plan</li> </ul>	<p><b>Mandated Refresher Training**</b></p> <ul style="list-style-type: none"> <li>• Conducting Performance Appraisals</li> <li>• Handling Unacceptable Performance</li> <li>• Mentoring Employees</li> </ul> <hr style="border-top: 1px dashed purple;"/> <p><b>Managerial Skills</b></p> <ul style="list-style-type: none"> <li>• <i>Technology Management</i></li> <li>• <i>Financial Management</i></li> <li>• <i>Creativity and Innovation</i></li> <li>• <i>Partnering</i></li> </ul> <hr style="border-top: 1px dashed purple;"/> <p><b>Executive Leadership Skills</b></p> <ul style="list-style-type: none"> <li>• <i>External Awareness</i></li> <li>• <i>Vision</i></li> <li>• <i>Strategic Thinking</i></li> <li>• <i>Entrepreneurship</i></li> <li>• <i>Political Savvy</i></li> </ul>	<p><b>For All Employees (including Supervisors, Managers, and SES)</b></p> <ul style="list-style-type: none"> <li>• No FEAR Act</li> <li>• Ethics Awareness</li> <li>• IT Security Awareness</li> <li>• Equal Employment Opportunity</li> <li>• Constitution</li> <li>• Performance Management</li> <li>• Occupational Safety and Health</li> <li>• Plain Writing Act</li> </ul> <p><b>For Supervisors, Managers, and SES</b></p> <ul style="list-style-type: none"> <li>• USERRA</li> <li>• Veteran's Employment</li> <li>• Occupational Safety and Health</li> </ul> <p><b>Mandated by 5 CFR 412</b></p> <ul style="list-style-type: none"> <li>• Conducting Performance Appraisals</li> <li>• Handling Unacceptable Performance</li> <li>• Mentoring Employees</li> </ul>

\*5 CFR 412 requires agencies to provide training when employees make critical career transitions.

\*\*5 CFR 412 also requires supervisors to complete refresher training at least once every three years.

NOTE: Italicized competencies are found within the ECQs