

Supervisory Training Curriculum

Training Topics	Training Objectives	Notes
Phase I:		<p>To be completed during the first year as a new supervisor. (DOI Policy)</p> <p>To be completed during the first 6 months as a new supervisor. (FWS Policy - 230 FW 4)</p>
Supervisory roles and responsibilities	Given specific challenges related to transitioning from a staff position to a supervisory position, the new supervisor is able to overcome those challenges consistent with the expectations for their supervisory role.	Covered in Supervisory Skills Workshop
Staffing, Classification and Position Management	Given the organization's mission and goals, funding, and other resources, the supervisor assesses current and future staffing needs and develops a staffing plan for successfully accomplishing the organization's mission.	<p>Covered in the on-line course "Analyzing Your Staffing Requirements" available in DOI LEARN.</p> <p>http://doilearn.doi.gov</p>
Merit System Principles (MSP), Prohibited Personnel Practices (PPP), Hiring, and Recruitment	Given a staffing need as identified in an approved staffing plan, the supervisor recruits and selects individuals based on merit principles and EEO regulations in the interest of building a diverse workforce.	<p>MSP/PPP are covered in the prerequisite distance learning course for Supervisory Skills Workshop</p> <p>Hiring and Recruitment is covered in a variety of courses available in DOI LEARN. Questions on hiring and recruitment should be directed to your Regional Human Resources office.</p>

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Interviewing and Selection	Given a recruitment action, the supervisor plans for and conducts applicant and reference interviews that meet legal parameters and resulting in hiring the best candidate for the position.	<p>Covered in a variety of on-line courses available in DOI LEARN, including:</p> <ul style="list-style-type: none"> • “Effective Interviewing” #HR0232 (3 Hrs) and • “Selecting the Best Applicant,” #HRO233 (2 Hrs) <p>http://doilearn.doi.gov</p> <p>Enter the course name or number in the Search block.</p>
Performance Management System, Coaching and Counseling Skills, Feedback Skills, Performance Evaluation Skills, Conducting a Performance Appraisal Session, and Motivational Theory/ Models	Given work to be accomplished through subordinate employees, the supervisor will coach and counsel subordinates in meeting critical results as identified in the employee’s performance plan.	Covered in Supervisory Skills Workshop
Performance Improvement Plans and Performance Based Actions	Given an employee’s less than successful performance of critical results identified in the employee’s performance plan; the supervisor will take steps to improve the employee’s performance in accordance with the policies of the organization.	Covered in Supervisory Skills Workshop
DOI Awards and Recognition Program	Given outstanding performance by subordinates the supervisor will use the awards and recognition program to create and sustain a motivating and productive work environment.	<p>Covered in Supervisory Skills Workshop</p> <p>http://www.fws.gov/policy/ Click on “Service Manual” and go to the 200 Series – 224 FW 3 and 4</p>

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Rehabilitation Act of 1973 and Reasonable Accommodation	Given individual employees with special needs, the supervisor makes accommodations for those needs consistent with the requirements of the Rehabilitation Act of 1973 and Department and Bureau policy and directives.	Complete 4-hours of EEO/Reasonable Accommodations training. Each Region within FWS has information for you on how to obtain this training. Please contact your Region's EEO office for more information. (Other Bureaus within DOI should refer to their own regional offices for more information on obtaining this training.)
Supervising a Diverse Workforce	Given a diverse workforce, the supervisor creates an inclusive work environment that includes respect, understanding, valuing, and maximizing the talents of each individual towards the accomplishment of the mission.	<p>This is covered in the distance learning course called 'Leveraging Diversity' which is a prerequisite to the Supervisory Skills Workshop. This topic is also covered in the instructor led course Supervisory Skills Workshop and in a variety of DOI LEARN on-line courses.</p> <p>http://doilearn.doi.gov</p> <p>Enter the term "diversity" in the search block on the "Catalog" page.</p>
Communication Skills	Given the normal activities of a first level supervisor, the supervisor demonstrates communication skills that facilitate an open exchange of ideas and build relationships.	<p>Covered in Supervisory Skills Workshop and a variety of DOI LEARN on-line courses.</p> <p>http://doilearn.doi.gov</p>
Conflict Resolution	Given a conflict situation involving the supervisor and a stakeholder or an employee-to-employee conflict, the supervisor is able to manage the situation in a constructive manner and seek out assistance as needed in keeping with organizational policies, procedures and standards.	<p>Covered in Supervisory Skills Workshop and a variety of DOI LEARN on-line courses.</p> <p>http://doilearn.doi.gov</p>

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Situational Leadership, Coaching, and Delegation	Given a task to be assigned, the supervisor assesses the employee's level of competence and commitment to the task, and provides the level of direction and support the employee needs for successful performance.	All three topics are covered in Supervisory Skills Workshop. Coaching and delegation is also covered in the NCTC course "Introduction to Team Leadership (LED6176)."
Employee Development	Given identified individual training needs and mandatory or required training, the supervisor will ensure that all employees, including the supervisor, receive the training in a timely manner.	Covered in Supervisory Skills Workshop and a variety of DOI LEARN on-line courses. http://doilearn.doi.gov
Conduct vs. Performance and Progressive Discipline	Given an employee situation of concern, the supervisor is able to differentiate between conduct and performance issues and take the appropriate steps to resolve conduct issues in accordance with organizational policies, procedures and standards.	Covered in Supervisory Skills Workshop and a variety of DOI LEARN on-line courses. http://doilearn.doi.gov
Standards of Conduct and Ethics in the Workplace	Given the Standards of Conduct and other applicable guidance the supervisor determines the correct course of action when an ethical or conduct concern occurs and provides guidance to the employee.	Covered in the distance learning course called 'Supervisory Ethics' which is a prerequisite course for the instructor led Supervisory Skills Workshop. http://doilearn.doi.gov
Hostile Work Environment and Sexual Harassment and Quid Pro Quo,	Given an indication or claim of a hostile work environment, sexual harassment, or discrimination, the supervisor promptly conducts an investigation and takes measures as appropriate to correct the situation and maintain an environment free of discrimination and other inappropriate behavior.	Complete 4-hours of EEO/Reasonable Accommodations training. Each Region within FWS has information for you on how to obtain this training. Please contact your Region's EEO office for more information. (Other Bureaus within DOI should refer to their own regional offices for more information on obtaining this training.)

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EEO Complaint Process and the Grievance Process	Given complaints or grievances, the supervisor takes measures as appropriate to resolve them.	Complete 4-hours of EEO/Reasonable Accommodations training. Each Region within FWS has information for you on how to obtain this training. Please contact your Region's EEO office for more information. (Other Bureaus within DOI should refer to their own regional offices for more information on obtaining this training.)
Labor Management Relations	Given organizational policy and procedures, supervisors will act in accordance with any bargaining unit agreement that exists and/or uphold the rights of employees when they are attempting to organize.	Covered in the final module (Labor Management Law) of the DOI LEARN on-line course "Employment and Labor Law (LAW0103)"; in addition, any supervisory subject to a labor agreement should get a copy of the agreement and read it thoroughly. http://doilearn.doi.gov
Leave and Pay Administration	Supervisor will make decisions regarding employee leave, coverage for leave, approval and administration of overtime for staff in accordance with all regulations and policies.	A distance learning course for Pay and Leave is available and is a prerequisite course for the Supervisory Skills Workshop. http://doilearn.doi.gov/
Safety Issues and Programs	Given workforce/ workplace injuries/ accidents, the supervisor completes accident/incident reports and Worker's Compensation claim forms and facilitates the employee's return to duty as quickly as possible.	A distance learning Safety course is currently under development and will be a prerequisite course for the Supervisory Skills Workshop beginning April 2013 http://www.doiu.nbc.gov/viewevent.cfm?id=1338042904121 <u>2</u>
Phase II:		To be completed, based on need, by the end of the second year as a new supervisor.

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Individual Development and 360° Assessment of Leadership Skills	Given feedback from management, peers, subordinates and others, the supervisor is able to develop a professional growth plan that is focused on developing supervisory and leadership skills.	Covered in the NCTC courses “The Leadership Challenge (LED6109)”
Team Process and Performance	Given the requirement to build a cohesive work group or team, the supervisor applies team processes and group dynamic techniques to accomplish work.	Covered in the NCTC course “ Introduction to Team Leadership (LED6176) ” and a variety of DOI LEARN on-line courses. http://doilearn.doi.gov
Customer Service Standards	Given the need to provide products and services to internal and external customers, the supervisor will seek continuous improvement in the quality of services, products, and processes.	Covered in a variety of DOI LEARN on-line courses. http://doilearn.doi.gov
Influencing Skills	Given work-related challenges or tasks and situations requiring buy-in and/or approval, the supervisor will apply power, authority, and influence to build support and/or consensus for achieving organizational goals.	Covered in the NCTC course “ Introduction to Team Leadership (LED6176) ” and a variety of DOI LEARN on-line courses. http://doilearn.doi.gov
Change Management, Work Prioritization, and Stress Reduction	Given new information or changing conditions, unexpected obstacles, and/or ambiguity in the work environment, the supervisor recovers quickly and maintains focus.	Covered in the NCTC course “ Introduction to Team Leadership (LED6176) ” and a variety of DOI LEARN on-line courses. http://doilearn.doi.gov

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Presentation and Briefing Skills	Given the oral communication requirements normally associated with supervision, the supervisor is able to express facts or ideas in a clear and organized manner that is appropriate to the audience and purpose of the presentation.	Covered in a variety of DOI LEARN online and instructor Ted courses http://doilearn.doi.gov
Technical Writing Skills	Given the written communication requirements normally associated with supervision, the supervisor is able to express facts or ideas in a clear and organized manner that is appropriate to the audience and purpose of the document.	Covered in a variety of DOI LEARN on-line courses including the classroom course “Critical Writing/Critical Thinking-CLM3167” and an online course, “Writing with Clarity” which will be available sometime in 2013. http://doilearn.doi.gov
Work/Life Programs	Given the supervisor’s work unit and the various programs and options available to promote employee health and well being, the participant is able to create a work environment that maximizes flexibility and minimizes stress.	Covered in Supervisory Skills Workshop
Problem Solving and Decision Making Fundamentals	Given the normal activities of a first level supervisor, the supervisor will be able to clearly state the problem or issue, identify and involve stakeholders in the decision-making process, identify alternatives and evaluate them against criteria, select and implement the best alternative(s), and evaluate the results.	Covered in a variety of DOI LEARN on-line courses. http://doilearn.doi.gov