



"Highly-trained employees are more motivated, efficient, and adaptive, and better able to accomplish the Service's mission."

Jay Slack, Former Director, NCTC

The U.S. Fish and Wildlife Service's Leadership Competency Model has been developed to assist with the continuous learning efforts of our employees, and to guide employees at all levels and in all functions toward excellence in addressing the Service's mission.

The Model identifies attributes that an employee should obtain, at whatever his or her level or job in the Service, to enhance readiness for positions of greater responsibility. This Model also enhances and complements the scientific and natural resources management knowledge and skills that remain critical to employee performance and success in conservation leadership.

Leadership Competency Development Model

Executive Leader

Vision • Strategic Thinking • Decisiveness • Developing Others Accountability • Influencing/Negotiating • Political Savvy

Senior Leader

Decisiveness • Partnering • Accountability • Influencing/Negotiating External Awareness • Strategic Thinking • Developing Others

Mid-Level Leader

Team Building • Creativity/Innovation • Problem Solving
Accountability • Partnering • Conflict Management • Technical Credibility

1st Appointment Leader

Problem Solving • Flexibility • Accountability

Creativity/Innovation • Team Building • Customer Service • Technical Credibility

Foundational Leadership Competencies

Interpersonal Skills • Oral Communication • Continual Learning Written Communication • Public Service Motivation • Integrity/Honesty



About this Guide

This Guide gives you a comprehensive view of the courses the National Conservation Training Center (NCTC) offers to U.S. Fish and Wildlife Service (FWS) employees and the broader conservation community. The Guide contains a description and list of courses by subject area. Where applicable, some subject areas include specialized skill development pathways. These pathways suggest a progression of courses to help you gain proficiency in a subject area.

For more information or to register for a class, go to https:/nctc.fws.gov or call 304-870-7101.

Additional NCTC resources:

Video Galleries

https://nctc.fws.gov/resources/ knowledge-resources/video-gallery/

Webinar Galleries

https://nctc.fws.gov/topic/ online-training/webinars/

USFWS Conservation Library https://library.fws.gov

How to use this Guide

Choose the subject area you are interested in on the wheel and go to the corresponding page.

- Select the class that best fits your need-introductory, intermediate, or advanced.
- Develop a short- or long-term plan to acquire the skills needed to advance your career.
- Map a pathway to achieve proficiency and expertise in a particular subject area.
- Create your Individual Development Plan (IDP).

Ways you can take courses









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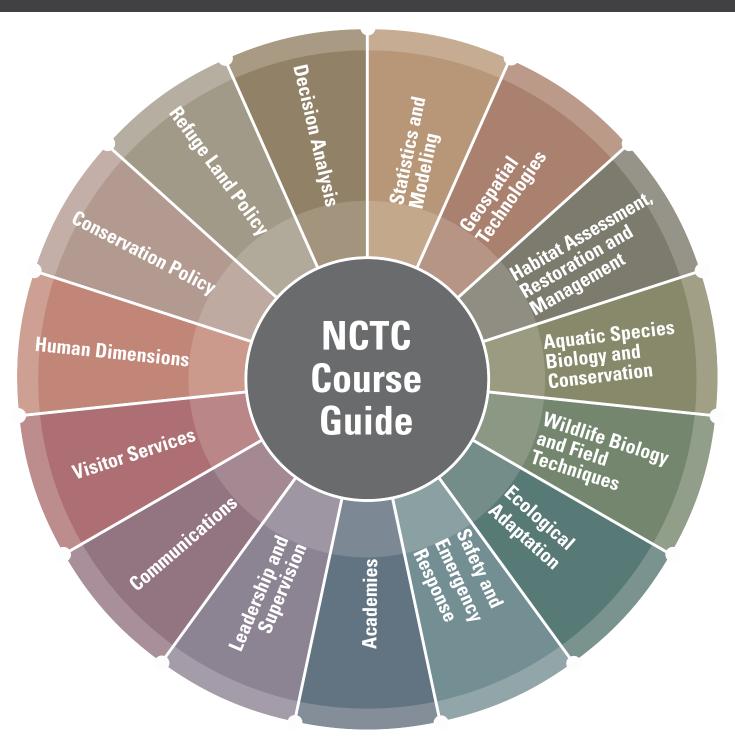


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FIELD LOCATION

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Academies

Academies are focused on developing the skills and knowledge needed to address the mission of the programs and the Service. They are single and multi-week courses designed for targeted groups of FWS employees. Academies are by nomination only. Recruitment announcements are released throughout the year. If you are interested in attending an Academy, talk to your supervisor for details.

Advanced Refuge Management
Academy
CLM4308

Fisheries Academy
CSP0100

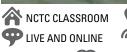
Project Leader Academy
LED6201

Realty Academy
CLM7178

Refuge Management Academy
CLM4307

Wage Grade Academy
CLM5100





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Leadership and Supervision

These courses and programs prepare leaders and supervisors to accomplish the Service's mission. Skills are developed for emerging, mid-level, and advanced levels of leadership and supervision. Courses are based on the FWS Leadership Competency Development Model and the U.S. Office of Personnel Management and Department of the Interior mandatory supervisory training requirements.

Introductory Courses

Discover Your Service: USFWS Foundations LED5240

Inspiring Leadership through Emotional Intelligence LED5030

Mentee Training: The Journey to Meeting Your Mentor OUT8082

Mentoring: Getting Started with Your Mentee OUT8081

Intermediate Courses

Crucial Conversations Workshop LED5153

Discover & Enhance Your Potential LED5128

Emerging Dynamics in Leadership LED5125



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Intermediate Courses

Financial Foundations For Administrative Professionals LED5127

Introduction to Team Leadership LED6176

Leading at the Speed of Trust LED5029

Supervisory Skills Workshop SUPSKILLS

Prerequisite for Supervisory Skills Workshop

The Role of the Supervisor OLT-101

Merit Systems Principles OLT-102

Supervisory Ethics OLT-103

Staffing Your Organization OLT-104

Managing Employee Performance OLT-105

Conduct and Performance-Based Actions
OLT-106

Leveraging Diversity OLT-107

Pay and Leave for Supervisors OLT-109

Supervisory Safety Skills OLT-110

Supervisory Safety Skills OLT-110

Change Management OLT-0015

Webinars and other resources:

Mentoring the Next Generation:

Voices of Experience

OUT8050 🤊

Supervising Young Adults in Conservation

OUT8045



Advanced Leadership Development
Program
LED6078

Advanced Supervision: Building on Experience LED6166

Stepping Up to Leadership LED6072



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Communications

These courses build the skills needed to effectively serve as the face and voice of the Service. Emphasis is placed on written, oral, and digital communication skills and tools.

Introductory Courses

Business Communications CLM8134



Communicating Science-Distilling Your Message CLM8204



Facebook for FWS Employees CLM725b

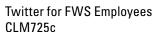


Social Media Overview for FWS Employees CLM725a



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Strategic Communication for Outreach:
Overview and Planning
CLM8111



Intermediate Courses

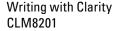
Crucial Conversations Workshop LED5153



Digital Communications in Conservation
Training Workshop
CLM7158



Negotiation Skills for Conservation Professionals: Building a Foundation CLM8135



Advanced Courses

Congressional Operations Seminar CLM8196



Critical Writing/Critical Thinking CLM3167



Scientific Writing for Publication: Course and Clinic CSP3182



Strategies and Tactics for the Experienced Conservation Negotiator CLM8136



Webinars and other resources:

Communications Webinar Series





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Visitor Services

These courses build the skills needed to develop, provide, and manage priority public uses and other recreation at FWS field stations. The training focuses on the Big Six priority public uses (hunting, fishing, wildlife observation, photography, environmental education, and interpretation).

Introductory Courses

Connecting People with Nature Through Birds OUT8163





Introduction to Visitor Services CLM8140

Teaching Youth Outdoor Skills OUT8062

Volunteer Recruitment and Management CLM8114

Youth Mentored Hunting and Fishing Programs OUT8065

Intermediate Courses

Archery as an Outreach Tool OUT8061

Building Urban Community Habitats with Youth OUT8064

Integrating Education Standards in Your **Education and Outreach Programs** OUT8103

Interpretive Media CLM8243

National FWS Communications, Outreach, and Visitor Services Training Workshop CLM8252

Recruit, Retain, Reactivate (R3) Training OUT8072

Advanced Courses

Advanced Volunteer Management CLM8120

Designing a Long-Term Phenology Monitoring Program OUT8052

Planning and Evaluating Education and Outreach Programs **OUT8068**

Process of Interpretive Planning CLM8244

CLM8251

Visitor Services Planning



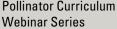
Webinars and other resources:

Visitor Services Webinar Series

Friends Webinar Series

Environmental Education Webinar Series

Pollinator Curriculum







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Human Dimensions

These courses focus on using social science knowledge and tools to effectively incorporate societal values into conservation planning and decision-making, and to build stronger and more diverse partnerships.

Introductory Courses

Foundations in Public Participation CLM8227

Human Dimensions Foundations of Natural Resource Conservation CLM8226

Partnership and Community Collaboration: Managing by Network CLM8123

Intermediate Courses

Collaborative Conservation: Partnerships in Practice CLM8124

Community Connections Academy CLM8132

Negotiation Skills for Conservation Professionals: Building a Foundation CLM8135

Advanced Courses

Improving Conservation Outcomes Through Social Science Integration CLM8228

Strategies and Tactics for the Experienced Conservation Negotiator CLM8136

Webinars and other resources:

Human Dimensions Foundations of Natural Resource Conservation Broadcast CLM8225

Human Dimensions of Conservation Podcasts (Digital Library)

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Conservation Policy

These courses explore mission relevant policies and planning topics. Participants learn how to locate, interpret, and apply regulations resulting from policy and law.

Developing a Conservation Agreement ALC3125

Developing Effective Tribal Relations ALC3164

Endangered Species Act (ESA) of 1973 Overview CSP3114

Federal Activities and the Fish and Wildlife Coordination Act (FWCA) CSP3132

Integrating NEPA into FWS Activities CSP3121

Management of Oil and Gas Activities on National Wildlife Refuge System Lands CLM7196

Migratory Bird Conservation - A Trust Responsibility CSP2102

Natural Resources Damage Assessment and Restoration (NRDAR) CSP3111

Introductory Courses

Partners for Fish and Wildlife **Habitat Restoration** CSP3127

Restoration Policy, Planning, and **Partnering** CSP3133

SSA Writing Made Easy CSP3909

Writing a Conservation Agreement ALC3126

Intermediate Courses

Developing a Biological Assessment CSP3153

Endangered Species Listing and Candidate Assessment CSP3115

Endangered Species Recovery Planning and Implementation CSP3173

Intermediate Courses

Habitat Conservation Planning for Endangered Species CSP3117

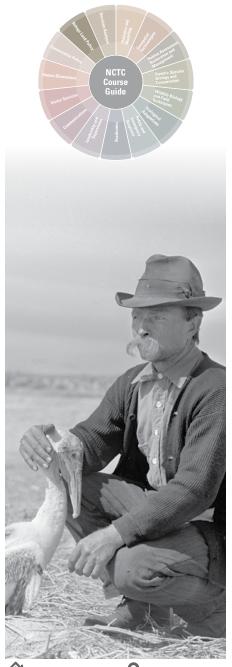
Interagency Consultation for **Endangered Species** CSP3116

Advanced Courses

Introduction to Species Status Assessment CSP3910







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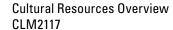
Refuge Land Policy

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These courses focus on in-depth exploration of law, policy, and planning topics relevant to National Wildlife Refuge System (NWRS) land acquisition, protection, and management. Participants learn about managing oil and gas activities, assessment and acquisition of land, biological program planning, cultural resource protection, and other related topics.

Introductory Courses

Building a Strong NWRS Biological Program CLM2150



Environmental Due Diligence: The Transaction Screen Process CLM7173

Land Records System
Data Entry and Reporting
CLM7180

Management of Oil and Gas Activities on NWRS Lands CLM7196

National Wildlife Refuge Appropriate
Use and Compatibility Determination
CLM2113

NWRS Conservation Easements CLM7177

Realty for Refuge Personnel CLM7179

Introductory Courses

Refuge Improvement Act CLM5309

Intermediate Courses

Interagency Regional Wilderness Stewardship Training CAR2102

Interagency Wilderness Interpretation & Education Training CAR2103

Advanced Courses

Habitat Management Planning CLM2125



Interagency National Wilderness Leadership Training CAR2101









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Decision Analysis

These courses build the knowledge and skills needed to make better decisions. Most courses are based on the Problem, Objectives, Alternatives, Consequences & Tradeoffs (Proact) model and the Structured Decision Making (SDM) process.

Introductory Courses

An Overview of Structured Decision Making ALC3183

Collaboration and Conflict Transformation in Multi-Party Processes ALC3199

Decision Analysis for Climate Change_ ALC3196

Introduction to Structured Decision Making ALC3171

Open Standards for the Practice of Conservation ALC3128

Intermediate Courses

Adaptive Managment: Structured **Decision Making for Recurrent Decisions** ALC3176

Decision Analysis: Elicitation and Facilitation ALC3190

Decision Analysis: Tools ALC3191

Structured Decision Making Workshop: **Observers and Mentees** ALC3160

Advanced Courses

Advanced Structured Decision Making Practicum ALC3138



Conservation Coaches Network ALC3158



USFWS/USGS Structured Decision Making Workshop ALC3159





Decision Analysis Pathways

	Level 1	Level 2	Level 3
Quantitative Decision Analysis Builds basic skills in decision theory and the use of analytical tools to support the decision analysis process.	Introduction to Structured Decision Making*, ALC3171	 Adaptive Management: Structured Decision Making for Recurrent Decisions, ALC3176 Decision Analysis: Tools, ALC3191 	Choose from a series of electives, see (website link)
Facilitative Decision Analysis Builds basic skills in decision theory with a focus on facilitating decision analysis.	 Introduction to Structured Decision Making*, ALC3171 (Decision Analysis for Climate Change, ALC3196 may be subsituted as an online option) 	 Negotiation Skills for Conservation Professionals: Building a Foundation, CLM8135 Structured Decision Making Workshop: Observers and Mentees, ALC3160 	Choose from a series of electives, see (website link)

^{*} Project-based, by invitation only





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Statistics and Modeling

These courses build skills in population modeling, biological monitoring, and quantitative assessments needed to support conservation decisions. Participants learn about the modeling process including how to think like a modeler, run popular modeling software, and interpret results from models.

Introductory Courses

Data Wrangling with R

CSP1004

Conservation Biology and Modeling CSP1104



Field Data Management using MS Access CSP1003



Making Sense of Biological Data with R CSP4200



Modeling Principles for Natural Resources Management, *Beginner* CSP3156a

Intermediate Courses

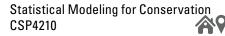
Fish Population Dynamics and Assessment CSP2300



Modeling for Endangered Species Management CSP2304



Modeling Principles for Natural Resources Management, *Intermediate* CSP3156b



Advanced Courses

Conservation Area Design using Marxan CSP4250

Design and Analysis of Biological Monitoring CSP4230



Occupancy Modeling CSP4141



Species Distribution Modeling CSP4220





Statistics and Modeling Pathways

	Level 1	Level 2	Level 3
Status and Trend Assessment Pathway Builds abilities to develop efficient sampling designs and perform analyses to estimate population attributes (e.g., abundance) at a location and over time.	 Making Sense of Biological Data with R, CSP4200 Data Wrangling, CSP1400 	 Statistical Modeling for Conservation, CSP4210 	 Design and Analysis of Biological Monitoring, CSP4230
Species Distribution Modeling and Conservation Design Pathway Builds skills to develop and/or implement models identifying species-habitat relationships and important conservation areas.	 Data Wrangling, CSP1400 Making Sense of Biological Data with R, CSP4200 GIS Introduction, CSP7100 (ArcMap10.x) or CSP7102 (GIS Pro) 	 Statistical Modeling for Conservation, CSP4210 GIS Intermediate, CSP7204 	 Species Distribution Modeling, CSP4220 Conservation Area Design using Marxan, CSP4250 Occupancy Modeling, CSP4141
Population Modeling Pathway Build and use models with defensible results to integrate modeling into management decision processes.	 Introduction to Structured Decision Making, ALC3171 Modeling Principles for Natural Resources Management, Beginner, CSP3156a 	 Fish Population Dynamics & Assessment, CSP2300 Modeling for Endangered Species Management, CSP2304 	 Modeling Principles for Natural Resources Management, Intermediate, CSP3156b



Geospatial Technologies

These courses build skill proficiency in using GIS and GIS applications for mapping and map communication, analysis, modeling, data creation and data management to support planning and decision making. Training in mobile GPS and remote sensing are also offered.

Intermediate Courses

Introductory Courses

GIS Introduction (ArcGIS Pro) CSP7102



Transitioning to ArcGIS Pro CSP7103



Creating Maps that Work CSP7205



Field Data Collection Using ArcGIS CSP7301



GIS Intermediate CSP7204



Advanced Courses

Advanced Geospatial Topics (topics vary) CSP7305



FWS Geospatial Training Workshop CSP7304



Watershed Analysis and Hydrologic Modeling CSP7306



Webinars and other resources:

Geospatial Skills Tutorials

https://training.fws.gov/courses/references/tutorials/geospatial/index.html

Geospatial Webinar Series

https://nctc.fws.gov/topic/online-training/webinars/geospatial.html

Geospatial Training Workshop Presentations

https://training.fws.gov/resources/knowledge-resources/video-gallery/ geospatial-training-workshop.html

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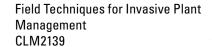
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Habitat Assessment, Restoration, and Management

These courses build the knowledge and skills to effectively assess, restore, and manage streams, wetlands, and upland habitats. A highly developed series of courses in stream measurement and fluvial geomorphology build advanced skills for the most challenging restoration problems.

Introductory Courses

Applied Fluvial Geomorphology CSP3210



Forest Ecology and Management CSP2110

Hazard Analysis and Critical Control Point Planning for Invasive Species (HACCP) CSP2131

Innovative Approaches to Wildlife/Highway Interactions CSP7089

Managing Utility Rights-of-Way for Wildlife Habitat CSP7179 (A)

Stream Habitat Measurement Techniques CSP3200

Wetland Plant Identification CSP3107

Introductory Courses

Wetland Restoration and Enhancement CSP3105

Intermediate Courses

Functional Framework for Stream Assessment and Monitoring CSP3275

Natural Channel Design Review CSP3174

Pesticides and Fish and Wildlife Resources CSP3119

River Morphology and Applications CSP3310

Rotenone and Antimycin Use in Fisheries Mangement CSP2123

Wetland Assessment, Restoration and Management CSP3106

Advanced Courses

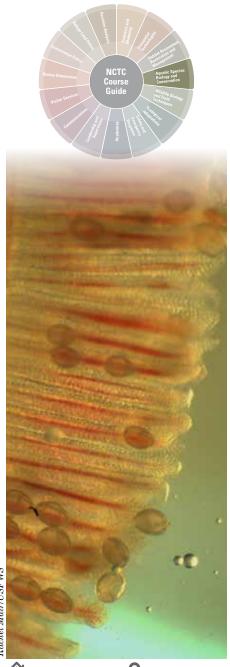
Advanced Plant Identification: Grasses, Sedges, Rushes and Composites CSP3130

Hazard Analysis and Critical Control
Point Planning for Invasive Species
(HACCP): Train-the-Trainer
CSP2133

Webinars and other resources:

Restoration Webinar Series CSP3904





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Aquatic Species Biology and Conservation

These courses focus on the successful restoration of threatened and endangered aquatic species. Participants learn about the biology, identification, propagation, and conservation of aquatic species, including freshwater fishes, mussels, crayfish, and other macroinvertebrates.

Introductory Courses

Conservation Biology of Freshwater Mussels CSP1101



Macroinvertebrate Ecology and Identification CSP2221



Coldwater Fish Culture CSP1100



Freshwater Fish Culture CSP1140



Introduction to Fish Health CSP1150



Fish Identification CSP2220



Ecology and Conservation of North American Crayfishes CSP1105



Intermediate Courses

Freshwater Mussel Identification CSP1103



Freshwater Biomonitoring Using Benthic Macroinvertebrates CSP2323



Principles and Techniques of Electrofishing CSP2201



Principles and Techniques of Electrofishing CSP2C01



Fish Sampling Techniques CSP2204



Advanced Courses

Freshwater Mussel Propagation for Restoration CSP1102



Electrofishing Sampling Advanced Practicum CSP2203





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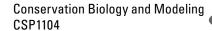
Wildlife Biology and Field **Techniques**

These hands-on field and laboratory courses increase skills in the sampling, measuring, and health assessment of terrestrial and aquatic wildlife to manage and sustain species. Training includes techniques for identifying and monitoring species of birds, bats, small mammals, and herpetiles.

Introductory Courses

Applied Landscape-Scale Conservation Biology CSP2101





Forest Ecology and Management CSP2110

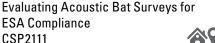
Fundamentals of Bird Banding CSP2114

Introduction to Conservation Genetics CSP3157

Survey Methods for Frog Abnormalities on National Wildlife Refuges CSP3155

Intermediate Courses

Applied Conservation Genetics CSP3148



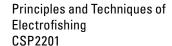
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Fish Sampling Techniques CSP2204

ESA Compliance

CSP2111

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Principles and Techniques of Electrofishing CSP2C01

Advanced Courses

Designing a Long-Term Phenology **Monitoring Program** OUT8052



Electrofishing Sampling Advanced Practicum CSP2203

Implementing a Successful Citizen Science Effort OUT8067



Webinars and other resources:

Advanced Topics in Conservation **Genetics Webinar Series** CSP1221

Conservation Science Webinar Series CSP3900



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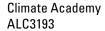
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Ecological Adaptation

These courses provide the knowledge and skills needed to address the environmental challenges posed by a changing climate. The training reflects the most current research on basic climate science, vulnerability assessment, adaptation, and scenario planning.

Introductory Courses

An Overview of Climate-Smart Conservation ALC3139



Climate Fundamentals for **USFWS** Employees ALC3915

Intermediate Courses

Climate-Smart Conservation ALC3195

Planning for a Changing Climate ALC3916

Climate Change Vulnerability Assessment ALC3184

Advanced Courses



Climate-Smart Conservation Workshop ALC3914

Scenario Planning Toward Climate Change Adaptation ALC3194





Webinars and other resources:

Safeguarding Wildlife from Climate Change





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Safety and Emergency Response

 $Safety\ courses\ are\ mandatory\ for\ jobs\ that\ require\ specialized\ skills\ for\ using$ equipment or dealing with situations with inherent risk. These courses prepare employees to pass required tests to operate watercraft, conduct electrofishing, and operate other equipment.

Introductory Courses

Airboat Operator Module (MOCC) SAF4A02

Airboat Operator Module Practical SAF4A0P

DOI All Hazards Resource Advisor **Basic Course** DOI-READ-Basic-OLT-101

Electrofishing Safety CSP2202

Motorboat Operator Certificate Course (MOCC) SAF4102

Non-Motorized Module (MOCC) SAF4NM2

Open Water Module (MOCC) SAF40W2

River Module (MOCC) SAF4RM2

Rocket Net User Training Course SAF-RN01

Introductory Courses

Inland Oil Spill Response for DOI CSP3129

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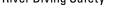
Pre-deployment Orientation Deepwater Horizon Oil Spill Response—Heat Stress CSP3122

Motorboat Operator Instructor

Advanced Courses

Certification Course (MOICC) SAF4101/USGS-SAF- MOICC





Intermediate Courses

Motorboat Operator Refresher SAF4R02

Motorboat Operator Refresher-Practical SAF4R02P

Rocket Net User Refresher SAF-RN02





NOTES

The National Conservation Training Center 698 Conservation Way Shepherdstown, WV 25443

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NCTC provides exemplary training and professional development tailored to support Service employees and conservation partners in accomplishing the agency's mission.

