

Garrison Civilian Leadership Development Program Course Information & Course Synopsis

Future Leaders/Team Leader/New Supervisors – Future Leader Group (total of 117 -121 hours – DL and resident)

Phase I

- 1) Action Officer Development Course (AODC) – AACP 131 P00 (Distance Learning (DL) - approx 21 hours).
- 2) Customer Service Training for Employees (resident training - 1 day).
- 3) Customer Service Training for Supervisors – New Supervisors Only (resident ½ day)
- 4) Multi-Source Assessment and Feedback (MSAF) – AACP 131 F21 (DL – Approx 39 hours)
- 5) Meet and Greet Garrison Leadership and Team Building (2 days)

Phase II

Management Development Workshop for Leaders (4 days and DL assignment).

Phase III

1. Additional Leadership Courses (resident training 1 day each, will take 2 classes)
 - Trust Factor – Required Course
 - Effective Communication (rotated quarterly)
2. Fundamentals of Planning and Problem Solving (FPPS) (resident training 2 1/2 day), Vendor: DPTMS/SME.

Established Supervisor Group (total of 96 hours – resident)

Phase IV – HR for Supervisors – CPAC Course

Phase V

- 1) Advanced Employee/Labor Relations for Supervisors (1 day), CPAC SME.
- 2) Advanced Substance Abuse Training for Supervisors (1/2 Day) DHR/ASAP SME.
- 3) Composite Risk Management CRM) (1/2 Day) DAO SME.
- 4) Military Decision Making Process (MDMP): (3 ½ Days) DPTMS SME.
- 5) Lean Six Sigma (Project Sponsor Refresher Training) (LSS): (½ Day) OTC SME.
- 6) Baldrige Criteria (2 days), PAIO SME.
- 7) Advanced Leadership Courses: (resident course - 1 day each, will take 4 classes - two in each group)

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Section I: High Performance Leaders (required)

- Keys to High Performance Leaders
- Empowering Others for Leadership Success

Section II: Employee Engagement (rotated quarterly)

- Charting a Course for Employee Engagement
- Coaching Employees for High Performance

8) Customer Service Training for Employees and Supervisors (resident course 1 ½ days)

9) Supervisor Development Course (SDC) DL – Approx 39 hours

10) Multi-Source Assessment and Feedback (MSAF) DL – Self-assessment tool

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Phase I

Target Audience: Team Leaders/New Supervisors/Future Leaders

Courses:

1) Action Office Development Course (Distance Learning) (approx 21 Hours):

The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics (approx 21 Hours DL).

2) Customer Service Training for Employees (1 Day): The course will focus on the four basic principles of Customer Service: Attitude, Service, Consistency and Teamwork. Subject matter expert (SME) from the ICE Office will be a guest speaker.

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Phase II

Target Audience: Team Leaders/New Supervisors/Future Leaders

Course: Management Development Workshop for Leaders

- 1) **Day 1:** Meet with instructor to receive course outline, reading material and assignments: Goals and Objectives, Setting Workshop Goals, Your Plan of Action. Leadership and Supervisory Skills: Power-Personal and Position, Situational Leadership, Motivation (Maslows Hierarchy of Needs). Problem Solving-Decision Making: Six Step Problem Solving Model, and Making and Implementing Decisions. Coaching and Counseling: Active Listening, How to be a Coach, and Communication Styles (DBM Inventory)
- 2) **Day 2:**
 - Performance Management: Dealing with problem performance; dealing with performance that meets job standards; progressive discipline.
 - Assertiveness Training: Assertiveness vs. Aggression, dealing with client complaints.
- 3) **Day 3:**
 - Time Management: Delegating
 - Project Management: Planning and organizing; scheduling and prioritizing
- 4) **Day 4:**
 - Team Management: Team building; setting objectives, feedback and group problem solving.
 - Implementing Workshop Concepts: Plan of action

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Phase III

Target Audience: Future Leaders/Team Leaders/New Supervisors

Courses:

1) Leadership Courses (1 day each)

- **Trust Factor:** When trust is absent, relationships are characterized by an adversarial attitude: me vs. you; us vs. them. Rather than goodwill, there are deep and hidden animosities. Respect is lost and our performance is compromised as our energies go into manipulation and protection rather than working together towards a shared vision. We believe that the most successful people and organizations of the 21st century will be those that know how to create a climate of trust and goodwill among their employees and peers.

- **Effective Communication** Effective communication is an essential skill in today's fast-paced world. To increase high performance in any organization leaders must be able to communicate their vision, motivate others, delegate effectively, and lay the foundation for dealing with conflict. Effective communicators need to have the essential skills for speaking to small and large groups, and to understand that good communication is both verbal and non-verbal. This course will help set goals and define actions for developing and enhancing current communication abilities and set the groundwork for participants to succeed in every communication engagement. Course will include the following modules: How to effectively delegate, how to give and receive feedback and how to resolve conflicts the right way.

2) Fundamentals of Planning and Problem Solving (FPPS) 2 ½ days): provides an in depth look at the Army Problem Solving Process. The Army Problem Solving Process is a systematic approach to problem solving and is applicable to all Army activities. It is the base logic and foundation for the Army's two planning processes; Troop Leading Procedures (TLP) and the Military Decision Making Process (MDMP). This course is focused on the six steps of the Army Problem Solving Process and provides a hands on learning experience, where the student (Future Leader) will work through the six step Army problem solving model through several practical exercises providing the foundation for future coursework.

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Phase IV

(HR for Supervisors (AF) or HR for Supervisors (NAF))

Target Audience: Supervisors

1) HR for Supervisors (AF) (4 Days):

- Supervisor as HR Manager (Legal and Regulatory Rights): Prepare Supervisors for their legal and regulatory requirements.
- Planning (Strategic Planning): Describe how changes in mission and organizational goals impact planning for civilian human resource management. Incorporate civilian human resource management into short and long term workload planning. Recognize the connection between national, DoD and Army strategic plans and organizational and individual goals, objectives and performance expectation.
- Structuring (Classification): Define and describe occupational definitions, career groups, pay schedules and pay bands. How to classify a position following the basic NSPS classification process. Define the terms – mixed, interdisciplinary, and interoccupational positions. Make a basic Fair Labor Standards Act (FLSA) determination. Will be able to describe the NSPS classification appeals process
- Acquiring (Hiring): Identify Supervisory and CPAC roles. Identify knowledge, skills and abilities needed to perform the duties of a position under recruitment. Describe when veteran's preference applies in the hiring process. Describe alternate forms of competition and be able to identifying pay setting flexibilities available when hiring, promoting and reassigning employees.
- Developing (Workforce Development): Determine employees' training needs and sources to meet those needs. Review and approve employee training in accordance with established rules and regulations. Describe the purpose of the Civilian Education System (CES). Explain when employees can earn a degree while completing approved training.
- Sustaining (Performance Management): Performance management cycle for TAPES/NSPS and performance management goals. Aligning work to the mission, Army values, performance planning, performance expectations, TAPES and NSPS performance cycle and be able understand how to write NSPS objectives, supervisory assessments, pay pool process and reconsideration process.

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2) NAF HR for Supervisors Course (4 Days):

- Staffing: Understand supervisory responsibilities when filling vacancies. Identify selection priorities, competitive and non-competitive actions and prohibited interview questions
- Employee Performance Standards and Evaluation: Explain why evaluating performance is necessary. Properly establish performance standards and list the different levels of performance ratings.
- Work, Leave and Pay: Identify responsibilities for establishing work schedules. Know the minimum requirements for tours of duty and properly assign meal and rest periods.
- Employee Benefits and Services: Identify employee benefits, assistance programs and workman's compensation program.
- Business Based Actions: Explain the basis for Business Based Actions (BBA). Outline the process for initiating a Business Based Action. Name critical information required in the BBA notice and explain requirements for severance pay.
- Labor Relations: Identify workplace matters that have collective bargaining implications and workplace discussions that require union coordination. Explain the factors involved in effective grievance management
- Effective Discipline: Differentiate between employee misconduct and performance problems. Determine appropriate recourse to address misconduct. List types of Formal and Informal disciplinary actions
- Position Management and Classification: How to locate standardized position descriptions and list major components of a position description. Identify who can file position classification complaints and appeals. Briefly explain Fair Labor Standards Act (FLSA).
- Training and Development: Identify their responsibilities and explain the types of training available to employees. State the two-phase training program that is mandatory for all newly appointed supervisors.

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Phase V

Target Audience: Supervisors

- **Customer Service Training for Employees and Supervisors (1 ½ Days):** The course will consist of an overview of management vs leadership roles focusing on the technical impact on customer service and the managers role. Subject matter expert (SME) from the ICE Office will be a guest speaker. Course will incorporate who to handle ICE comments as a supervisor.

- **Advanced Employee Assistance Program for Supervisors (1/2 Day):** This ½-day training focuses on educating supervisors, to the goals and objectives of the Employee Assistance Program and how to utilize it as an employee benefit. It also provides an overview on the major drugs of abuse and their inherent danger in the government workplace.

- **Advanced Employee/Labor Relations for Supervisors (1 Day):**

- Labor Relations: Topics that will be covered: The rights and responsibilities of management, unions and employees under the labor relations statute, workplace matters that have collective bargaining implication and workplace discussions that require union coordination. Union representative will be the guest speaker.
- Employee Relations: The MER course covers topics to include the legal and regulatory framework of the law, discipline and adverse actions, leave management, performance management, disability and reasonable accommodations, and grievances and appeals.

- **Composite Risk Management (½ Day):** Composite Risk Management (CRM) is a required part of planning, preparing, and executing missions and everyday tasks in accordance with Department of Defense Instruction (DODI) 6055.1 and Army Regulation (AR) 385–10. This process is vital to the Garrison mission, and it is imperative that our personnel are familiar with and use this process in our day to day operation.

- **Military Decision Making Process (MDMP) (3 ½ Days):** MDMP is a step by step analytical and logical process that leaders use to make the best possible decisions. It is a standardized planning/decision making model used by the Army. Conceptually it is very easy to understand. MDMP is based on both the art and science of problem solving. The art (leadership, complexity of operations) versus the science (times restraints, resources needed) - a single established and proven analytical process.

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- **Lean Six Sigma (Project sponsor Refresher Training) (1/2 Day):** Continuous Process Improvement (CPI) is a key enabler to mission success in resource constrained environments. Leaders, managers, and the entire workforce must leverage all relevant methods to achieve improvement. One of the CPI methods, Lean Six Sigma (LSS), is the process improvement methodology chosen to support DoD's Business Transformation efforts because of its balanced approach and wide-ranging applicability. LSS combines the principles of Lean (reducing and eliminating non-value activities) with Six Sigma (reducing variation, increasing quality) to improve process efficiency and effectiveness.

The learning objectives for this module are to understand the concepts of:

- Project Identification and Selection
- Project Chartering
- Process Mapping Fundamentals
- Developing Metrics
- Introduction to Business Transformation

In this Project Sponsor Refresher continuing education module, we will:

- Review Lean Six Sigma project sponsor role and associated responsibilities
- Understand how Lean Six Sigma is a business tool
- Learn the fundamentals of process management in your role as project sponsor
- Review how to develop good Lean Six Sigma project charters

Baldrige Criteria (2 days) (SME – PAIO)

To be successful, installations must consistently understand and execute those processes that deliver programs and services that are critical to retaining the All-Volunteer Force. Garrison leaders that first listen to Soldiers, Families, and Civilians to understand their preferences and requirements and then design and execute work processes aimed at meeting those needs create an environment that community members can truly call Home.

The *Army's Quest for Continuous Improvement Course* teaches Fort Hood Supervisors how to use Malcolm Baldrige Criteria for Performance Excellence to continuously improve their organizational performance. Students will relate the criteria to the Installation Management Command Campaign Plan 2010-2017 and apply Baldrige principles to the Campaign Plan Lines of Effort.

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Phase V Continued

Advanced Leadership Courses

Section I - High-Performance Leaders

- **Keys to High Performance Leaders (required) (1 Day):** Leadership is a rich and Meaningful word. It stirs up a sense of idealism, excitement, hope and courage. It is a word that inspires us to be our best, a word that we associate with those who have made the greatest difference in our lives. In short, leadership is a significant part of the answer to whatever challenges our organizations my face.
- **Empowering Others for Leadership Success (required) (1 Day):** Becoming a leader who empower others and brings out their best is key to your personal success and the success of the organization. We need to learn how to organize and manage our priorities so that big things control little things. Helping others achieve their mission in life through the fours principals of empowerment is essential in organizational team building.

Section II - Employee Engagement (rotated quarterly):

- **Charting a Course for Employee Engagement (1 Day):** Employees that are Attracted and inspired by their work will want to invest in the overall success of the organization. As we recognize the value of each team member and encourage their collaboration we will build greater trust and ensure that each person is fully engaged in the mission of the organization.
- **Coaching Employees for High Performance (1 Day):** Author Jim Harris said That “capture the hearts of our employees; it is essential that we tell them what we stand for and where we are going.” Like any great coach we must be willing to communicate the vision and provide practical ways for everyone to get engaged in the process. Creating an environment for employee engagement starts with the leaders of the organization.