



Commodity Futures Trading Commission
Office of Human Resources
Training & Development Section



CFTC Strategic Learning Plan

FY2011 – FY2013

Table of Contents

- Message from the Executive Director
- The Business Case for Learning and Development
- Commodity Futures Trading Commission Learning Goals
- Commodity Futures Trading Commission Learning Infrastructure



MESSAGE FROM THE EXECUTIVE DIRECTOR

By issuing this plan, the Commission has taken the forward-leaning position that we will invest in the continuous learning and development of our employees. I believe that this commitment to a *Strategic Learning Plan* provides the right framework for us to develop our workforce so that we retain and update our world-leading financial regulatory capabilities into the new future mapped by the Dodd-Frank Act.

Talent and leadership development under this plan is a process that evolves and responds to the oversight needs of the marketplace. The process provides a role for each of us, leading to significant outcomes for both the organization and for individuals. It's important to recognize that an effective *Strategic Learning Plan* remains flexible, since by design it can also help support career-long learning and development strategies and tactics that are mapped to the varying mission-support needs of CFTC divisions, branches, teams, and individuals.

This Plan is a collaborative effort between the Human Resources Branch and CFTC Divisions. It represents our collective thoughts on the learning support we need in order to keep our workforce's education current, so we can properly execute divisional responsibilities while simultaneously helping each of us individually and appropriately prepare for change.

Developing and implementing a Strategic Learning Plan demonstrates the CFTC's willingness to remain a leader in financial regulation by intentionally and strategically investing in its most important asset, its people.

I'm proud of the purpose and content of this, our first *Strategic Learning Plan*, and I look forward to supporting its implementation.

Tony Thompson

Office of the Executive Director

The Business Case for Learning:

The Commodity Futures Trading Commission has an exceptionally talented workforce of highly skilled employees who have a deep knowledge base regarding how financial markets work and what needs to take place in order to effectively regulate them.

CFTC employees must be continuous learners in order to ensure that they keep and maintain an educational profile that will allow them to:

- Oversee trade execution facilities
- Perform market and trade practice surveillance
- Review new and existing exchanges to ensure regulatory compliance
- Evaluate new financial products to ensure they are not susceptible to manipulation
- Oversee compliance activities of Derivative Clearing Organizations (DCOs), intermediaries and the futures industry
- Develop regulations concerning registration, fitness, financial adequacy, sales practices, protection of customer funds, clearance and settlement activities, cross-border transactions, systemic risk and anti-money laundering programs
- Develop policies for coordination with foreign market authorities and emergency procedures to address market-related events
- Investigate and prosecute alleged violations of the CEA and Commission regulations.
- Identify possible violations that involve commodity derivatives trading on U.S. exchanges, or the improper marketing and sales of commodity derivatives products to the general public
- Provide economic support and advice to the Commission
- Conduct research on specific and complex economic policy issues
- Provide oversight of swap dealers and major swap participants

The CFTC is meeting the above mission priorities, in part, because staff is very experienced and has a rich educational profile. To maintain an outstanding knowledge base the Commission must address the question of why invest in learning, and why do it now?

Oversight of the marketplace requires the building and sustaining of a dynamic knowledge base:

Futures contracts are mostly traded electronically on a futures exchange. Financial regulators, including the CFTC, must ensure that their employees have a dynamic knowledge base in order to stay ahead of fundamental changes in market structure and risks. In today's world, changes in market conditions, whether they are in futures, options or swaps, are often sudden and dramatic. Regulators must have an up-to-date knowledge base of market fundamentals that will allow them to identify, in real time, market manipulation and to properly assess additional, novel risk factors.

To help new workers benefit from the experiences of a mature workforce, the Commission must intentionally focus on knowledge transfer before that knowledge departs with CFTC retirees. Currently, the CFTC workforce is a mix of new employees and those who have significant work experience. Over 44% of CFTC employees are baby boomers (46-66 years of age) who, on average, have more than 15 years of federal service. These knowledge workers are extremely valuable to the Commission; they often provide a historical context for how things get done, and they can quickly tap their knowledge reserves to help the Commission solve problems and mitigate risk. Their knowledge base was built over a number of years and through a variety of experiences, often times by working on different Commission programs and projects.

The CFTC must be strategic in identifying and procuring learning resources that will help address today’s learning needs and provide an appropriate economy of scale:

Because training employees can be an expensive endeavor, the CFTC must ensure that it is receiving an appropriate return on investment for the dollars it spends on building an employee’s knowledge base and that the learning is beneficial to the employee over a period of time. A strategic learning plan helps the CFTC make full use of its available training resources by identify learning opportunities that provide specific outcomes and

There is a significant need to transfer knowledge between employees.

benefits that will clearly help drive improved mission execution and provide sufficient economies of scale. In addition, it is, imperative that a plan provide clarity regarding the CFTC’s expected return on training. Training that is procured, must be able to answer the questions of; why we are engaging in this learning, what do we expect to get out of this learning, and how do we determine that the learning is having the desired impact on the work of the Commission?

The CFTC must move towards a strategic approach to training and development in order to achieve increased employee discretionary effort:

Research tells us that employees who feel engaged in their work tend to be more productive and are willing to provide their employers extra or discretionary effort.

One way to achieve high-levels of employee engagement is to build and maintain a learning program that addresses the current and future training needs of employees. A learning program that makes full use of technology, classroom instruction, coaching, and experiential learning will be seen as beneficial to both the employees and the Commission at large.

The CFTC must take intentional steps to develop a cadre of leaders that understand the importance of building and sustaining organizational continuity:

The Dodd-Frank Act calls for financial regulators to work closer together in executing mission objectives. Divisions, and offices within the CFTC should also find ways to continue to work closely together in order to achieve greater efficiencies. Execution of programmatic responsibility is, in part, predicated on the leadership profile of executives and staff. By establishing and executing a CFTC-centric leadership development program, the CFTC can help to ensure that it has the right leader, in the right place, at the right time, who can navigate both anticipated and unexpected challenges. Developing a strong leadership program also ensures that the CFTC is taking proactive steps to address succession planning issues by focusing on the identification and development of agreed-upon, enterprise-wide, leadership competencies.

By intentionally investing in the knowledge base of employees, the CFTC will better engage employees, improve organizational collaboration, address the need to assure that resources are used efficiently, and develop the next cadre of leaders in federal financial regulation.

Current State of Training and Development

According to the American Society for Training and Development (ASTD) in 2009 U.S. firms spent an estimated \$125.9 billion on employee learning and development. Nearly two-thirds of that total (\$78.6 billion) was spent on the internal learning function and the remainder (\$47.3 billion) was allocated to external services such as workshops; vendor- provided training; and costs associated with hosting external events.

Since its inception, the CFTC has supported meeting the learning and development needs of its employees. Knowledge of the financial marketplace is the common currency of the CFTC and to remain up-to-date on changes in market conditions, and market products, employees at the CFTC must be committed to functioning as continuous learners.

Each year, on average, the CFTC supports over 700 external learning engagements that range from participating in vendor-led classroom instruction (e.g., Interest Rate Swaps) to participating in, and attending, technically focused training conferences (e.g., Futures Industry Association Law & Compliance Division Conference). In addition, employees also participate in internal training events that are designed and hosted by CFTC staff.

Annually, each division is provided an identified training budget and executes that budget according to their identified training needs. Within the CFTC, learning is an important part of work culture. The CFTC encourages employees to take a proactive position when seeking, identifying, and advocating for opportunities to improve their knowledge base through formal and informal learning and development opportunities.

To maintain their professional standing in their occupation, attorneys are expected to complete professional requirements for continuing legal education (CLE) and auditors are expected to complete requirements for their continuing professional education (CPE).

In FY 2010 CFTC divisions invested approximately \$1,027 per employee and in FY 2009 CFTC divisions invested approximately \$994 per employee. Nationally, organizations on average, invest just over \$1,200 per employee on learning and development. Factors such as turnover help drive this spending.

Investments in training generally allow employees to improve their technical knowledge, address opportunities to improve management skills, and continue to build their working relationship with other financial regulators. Additionally, the CFTC has made corporate-wide investments in learning, in part, to ensure that employees have access to e-learning and other areas of corporate knowledge. For our new supervisors, a corporate investment in learning now gives them the supervisory training they need to effectively manage in the federal work space.

In prior years, although the CFTC learning and development investments have been significant, some of those investments were not linked to a validated regulatory training program or directly tied to building managerial or leadership competencies. Additionally many of the learning engagements lacked a well-articulated set of learning expectations associated with participation or completion of a learning event. As a general practice, new knowledge obtained from learning investments is generally not extensively shared inside a division, or corporately shared with the Commission. This limits the CFTC's ability to identify, build, and execute a corporate knowledge management program. There has also been limited capture of

metrics that are associated with determining the quality of training provided and/or the utility of a particular training activity in helping an employee improve their individual job performance.

By developing and deploying a validated, predictable learning and development program, identified through this *Strategic Learning Plan*, the CFTC has positioned itself to build and sustain the knowledge necessary to effectively regulate the financial marketplace and help employees increase their personal knowledge profiles as needed to execute current and future mission critical responsibilities.

CFTC Learning Goals:

The Plan identifies four main learning goals:

1. Build a comprehensive regulatory training program that equips employees to meet mission requirements
2. Manage and guide a dynamic workforce by increasing the knowledge base and skills of employees, managers, and supervisors
3. Unleash leadership capacity by supporting the educational enrichment of current and aspiring executives
4. Meet the knowledge management/knowledge capture needs of an evolving workforce that is entrusted to protect America

Goal One:

Build a comprehensive regulatory training program that equips employees to meet mission requirements.

The CFTC **Regulatory Training Program** addresses this goal by providing employees with the skills and knowledge necessary to excel in their mission critical areas of responsibility. The Program helps to ensure that employees have the skills sets they need to do the work that's required today, and help them build skills that will be necessary as the Commission implements an expanded mission, as outlined in the Dodd Frank Act.

The Program will employ both traditional classroom-based learning and e-learning opportunities. The CFTC Regulatory Training Program will help employees achieve a stronger knowledge base, one that will help position them for continued excellence in the workplace.

The next page provides a synopsis of the components of the CFTC Regulatory Training Program:

| Regulatory Training Program Components | Description |
|--|--|
| Off-the-Shelf Training | <p>The CFTC will procure and deploy classroom-based courses that can help build and enhance the technical knowledge of employees. Each course will have clearly identified learning objectives that support mission execution. When possible, courses will be modified to ensure they address additional CFTC-specific learning needs.</p> <p>Deployment of courses will be predicated on funding levels and current learning needs. When deployed, course will take place both in headquarters and in the regions. When appropriate, based on the subject matter and need for interactivity, courses deployment will also involve using video-teleconferencing between headquarters and the regions, or from the regions to headquarters.</p> <p>Through interactions with divisions, a review of training data, and with input from the Office of the Chief Economist the list below was created to represent potential course deployments for the Commission to consider for FY 2011, FY 2012, and FY 2013:</p> <ul style="list-style-type: none"> • Understanding Financial Derivatives • Operational Risk of the OTC Derivatives • Making Sense of Credit Default Swaps • Interest Rate Swaps/Equity Swaps • Derivative Market Risk Management • Financial Modeling • Algorithmic Trading • Introduction to Futures and Forwards • Economics for non-Economists • Anti-Money Laundering • Credit Portfolio Risk Management |
| Customized | <p>The CFTC will design, develop, and deploy customized learning programs that will be delivered in a classroom-based environment and online, using learning authoring tools. The content for the learning programs will be identified on an ongoing basis as a result of regular conversations with senior leaders and business managers and ongoing analysis of data compiled through a learning needs assessment process.</p> <p>In FY 2012 and FY 2013, the following customized courses will be considered for development and deployment:</p> <ul style="list-style-type: none"> • CFTC 101 (for all employees) – Overview of the CFTC from 1974 to Today • The Role of the CFTC in implementing the Dodd Frank Wall Street Reform and Consumer Protection Act of 2010 • Overview of the Division of Swap Dealer and Intermediary Oversight (DSIO) and the Office of Data and Technology (ODT). <p>*It should be noted that as a result of standing up two new divisions (DSIO & ODT), it is anticipated that in FY 2012 and FY 2013 there will be specific divisional training requirements that will be identified and need to be fulfilled based on the mission requirements of those divisions.</p> |

| | |
|-------------------------------|---|
| <p>On-Demand & Online</p> | <p>In FY 2012 and FY 2013, in order to augment classroom-based learning opportunities, the CFTC will make available, through third parties, nearly 1000 online/on-demand courses, webinars, online conferences webcast and other technology based learning solutions offered through a variety of vendors. Each learning solution will be focused on increasing an employee’s knowledge base regarding financial markets, market products, and how markets work. In FY 2012 and FY 2013 the course offerings will continue to be expanded and data on usage of eLearning courses will be collected and tracked.</p> <p>Technology-based solutions will also be used to ensure that members of the legal community are completing their Continuing Legal Education (CLE) requirements and members of the accounting community are completing their Continued Professional Education requirements (CPE)</p> |
| <p>Gratis</p> | <p>The CFTC will continue to improve and make available classroom-based learning programs that are designed and offered to the Commission by current staff through the CFTC Industry, Legal, and Technical (ILT) Training Program. In FY 2011 and FY 2012 the Program will work towards having a common structure and platform for delivery and in FY 2013 the program will expand its reach by offering workshops that can be delivered on a mobile device (e.g., ipad) platform.</p> <p>Course Offerings for FY 2011, 2012 and 2013 may include:</p> <ul style="list-style-type: none"> • Implementation of Dodd-Frank Act • Theories of Futures Trading • Mechanics of Futures Trading • Credit Derivatives • SWAPS – Descriptions and Usage • Financial Derivatives • Anti-Money Laundering • Market Manipulation • Understanding Market Surveillance • Electronic Markets • Futures Hedging and Speculation • Forex – Economic Perspective • Trade Practice Investigations • International issues related to Dodd-Frank Act <p>When possible, ILT Workshops will be recorded and then made available through the CFTC intranet, CFTCnet. Beginning in FY 2012 other regulatory agencies will be invited to participate either in person or through video teleconferencing in CFTC ILT Programs.</p> <p>In FY 2012 and FY 2013, working in coordination with the Chief Learning Officer, CFTC divisions and offices will be able to identify customized learning curriculums that can be addressed through the open university platform (free courses given through open sources, including Ivy League schools), podcasts, and video casts.</p> |

Goal Two

Manage and guide a dynamic workforce by increasing the knowledge base and skills of employees, managers, and supervisors.

Mandatory Training:

In order to ensure that the CFTC is in compliance with government-wide training requirements, employees will be afforded an opportunity to complete mandatory training courses. The training will be offered through classroom-based and online solutions. In FY 2011, 2012, and 2013, the specific training would include, but would not be limited to, training on:

- The United States Constitution
- Information Technology Security Awareness
- Privacy Awareness & the Privacy Act
- Ethics
- No Fear Act
- EEO/Sexual Harassment
- Plain Writing

Management Training:

In addition to mandatory training, managers will be provided a suite of training to help them better serve their employees in their day-to-day interactions and to help them maximize their interactions with federal and non-federal partners. Courses will be offered by third party vendors and by internal staff from Human Resources. In FY 2011, FY 2012 and FY 2013 the menu of course offerings may include:

- Improving Decision Making
- Mastering Employee Performance Conversations
- The Art of Delegation
- Interviewing Skills for Hiring Managers
- Problem Solving during Times of Change
- Strategic Thinking for Managers
- Emotionally Intelligent Leadership
- Building and Sustaining Teams
- Writing Effective Individual Development Plans
- The Art of Active Listening
- Writing for Business Professionals
- Dealing with Difficult People

Supervisory Training:

Supervisors will be provided a specific menu of courses in order to ensure that the CFTC is meeting OPM's supervisory training requirement under 5 CFR 410. More than 200 CFTC employees have supervisory responsibilities that include overseeing and managing both the day-to-day work of their employees and helping

them identify and achieve milestones associated with career development. The CFTC commits to providing training to ensure supervisors can effectively carry out their supervisory responsibilities.

Specifically the CFTC commits to the following in support of supervisory training:

- In FY 2011, FY 2012, and FY 2013 design, develop and deploy a classroom-based supervisory training program that is focused on addressing the mandated responsibilities of a supervisor. Ensure that employees who assume supervisory responsibilities or are selected for a supervisory position will participate in mandatory supervisory training within their first 12 months in that role.
 - In FY 2012 and FY 2013 develop a “refresher” supervisory training course for all supervisors who have been in their position for three years or longer.
- By FY 2013 develop and deploy a “knowledge exchange” program for current and new supervisors that can be accessed online.

Online Learning/E-learning:

A critical element in ensuring employees are improving their knowledge base is providing them with access, 24 hours a day, seven days a week, to quality online learning/E-learning options. Employees are encouraged to utilize online learning. Each learning opportunity should be tied to an identified performance objective. E-learning that is accessed should address both the current and anticipated learning needs of employees and should meet learning needs beyond but supportive of normal regulatory training.

In support of an effective online learning program the CFTC, working with third party vendors, will make available several thousand online courses that will help support an increase in knowledge and improve efficiencies and performance.

Retirement Training:

As required by the U.S. Office of Personnel Management (OPM), the CFTC has developed a retirement training program to help employees prepare for their individual financial future. The training program identifies a schedule of training activities that includes retirement training for those who are early in their career, mid-career, or who may be close to retirement eligible. Annually, retirement training workshops will be made available to employees at various times in the year. In addition to the retirement workshop, a limited number of individual retirement counseling session will be made available as part of the retirement training program.

Division-Specific Training:

Each CFTC division and office has a distinctive and important role in supporting the execution of the CFTC mission of regulatory oversight. Employees within a division possess unique skill sets that must be enhanced, refined, and built up over time.

To ensure that each division can appropriately address their training needs, the CFTC will make available an annual division-specific training budget. As part of the planning process, each division will be required to participate in a training needs assessment exercise and develop a division-specific annual training plan. The management of division-specific training dollars will reside with the Division Directors and, when appropriate,

executed through their Business Managers. The overall management of training dollars, including corporate training, will be under the purview of the CFTC Chief Learning Officer in order to ensure appropriate economies of scale and over efficiencies of learning and development in the CFTC.

Goal Three

Unleash leadership capacity by supporting the educational enrichment of current and aspiring executives

Research tells us that the world of work has shifted. No longer are employees hired and then asked to spend years on the job, perfecting a craft, and by happenstance develop adequate leadership skills. The workplace of tomorrow demands that leaders not only be technically well-versed, but they must be exceptionally talented recruiters and talent developers. Tomorrow's leaders must be fantastic crafters of communication. They must have great writing skills, be dynamic presenters, have the capacity to think through issues, and collaborate with staff at all levels. Leaders of tomorrow cannot simply rely on their technical skills to move a dynamic workforce forward; they must also be able to draw on a broader set of skills that require them to translate a vision so that they can motivate staff.

Almost 30% of the CFTC workforce will be eligible to retire by the end of Fiscal Year 2012. A large number of those individuals hold leadership positions that are critical to the execution of the CFTC mission. Having a focused leadership development program will help the CFTC enhance mission execution and growth, enrich the careers of current executives, and help to generate a large pool of talented potential leaders that are ready to step into leadership when the need presents itself. Growing leaders through effective training is one way to mitigate the impact of the expected wave of retirements. Leadership development, when executed appropriately, plays a central part of a well-conceived approach to workforce planning.

Developing leaders is a complex endeavor; it's not just about providing an individual a focused leadership education, it also involves providing them with an opportunity to apply their learning in an environment where they are encouraged to take risks and be innovative.

The key to having the right people participate in a focused strategic leadership program lies in a clear, well-established leadership development selection process.

Competitive Leadership Opportunities

To provide a strategic advantage in recruiting, retaining, and developing managerial employees, the CFTC will launch a competitive leadership development program beginning in FY 2012, predicated on funding availability. Research suggests that employees, particularly those who are part of generation X (born 1964-1979) or generation Y (born 1979 - 2000), often times take or stay in a job based on what an employer does to develop and retain their leaders.

How the program will work: Each year, the CFTC will assess its funding profile and need for leadership development. As funding permits, the CFTC will select a cadre of leadership programs to be made available for employees to compete for, and be selected into. The CFTC will centrally sponsor each employee's participation (tuition and travel) into the identified program(s). Employees will have to complete a separate application for each leadership program opportunity they would like to be considered for and they will be evaluated for selection against validated selection criteria for each program.

Instituting a competitive leadership development program will help to ensure continuity of staff. Upon being selected into a program an employee will enter into a continuing service agreement that outlines their commitment to remain employed by the CFTC for a definitive amount of time (usually 1 or 2 years) in exchange for participation in a leadership development program. Participants in a CFTC sponsored leadership development program will be expected to not only work on their own individual leadership skills but also be focused on influencing change that benefits the entire Commission.

In FY 2012 the Commission will develop and launch its program and enhance it in FY 2013. Some of the leadership programs that are under consideration include:

| <i>Name</i> | <i>Sponsoring Organization</i> | <i>CT Target</i> | <i>Level of Leader</i> |
|--|--------------------------------|------------------|--------------------------------|
| The Looking Glass Experience | Center for Creative Leadership | CT-16 and above | Executives |
| Leadership for a Democratic Society | Office of Personnel Management | CT 16 and above | Executives |
| Leadership Development Program | Center for Creative Leadership | CT-15 | Emerging Leaders |
| Strategic Management of Regulatory and Enforcement Agencies | Harvard University | CT-15 | Emerging Leaders |
| Certified Regulatory and Compliance Professional (CRCP) Program | University of Pennsylvania | CT 15 | Emerging Leaders |
| Senior Executives Fellows Program | Harvard University | CT-15 | Emerging Leaders |
| Excellence in Government Fellows Program | Partnership for Public Service | CT 14 & CT 15 | Emerging Leaders |
| Senior Leader Program | George Washington University | CT-14 & CT 15 | Emerging Leaders |
| High Performance Leadership | University of Chicago | CT 14 & CT 15 | Emerging Leaders |
| Management Development Seminar II: Leading Organizations | Office of Personnel Management | CT 14 & CT 15 | Emerging Leaders |
| Negotiating and Decision Making Strategies | Columbia University | CT 14 & CT 15 | Emerging Leaders |
| Executive Development Seminar: Leading Change | Office of Personnel Management | CT 14 & CT 15 | Emerging Leaders |
| Management Development Seminar I: Leading from the Middle | Office of Personnel Management | CT-13 & CT 14 | Potential & Emerging Leaders |
| Executive Potential Program | Graduate School | CT 13 & CT 14 | Potential and Emerging Leaders |
| Strategic Intuition: The Key to Creative Innovation | Columbia University | CT 13 & CT 14 | Potential and Emerging Leaders |
| Emerging Leaders Workshop | George Washington University | CT-13 | Potential Leaders |
| New Leader Program | Graduate School | CT 7-11 | Leaders in Development |

Executive Development

Developing executives isn't just a good thing to do, it a requirement for federal employees (5 CFR 412).

In order to ensure that the CFTC complies with Federal regulation regarding executive development, and, to ensure it remains competitive - the CFTC's most senior leaders (our executive ranks, defined as employees in grades CT-16 and above) will be required to complete an Executive Development Plan (EDP) that outlines programs and initiatives that a leader will be accessing as part of their own leadership journey. An EDP will identify both the corporate and individual learning map of an executive.

As part of an Executive Development Plan, leaders will participate in a number of initiatives that may include:

360 Assessments:

The CFTC will make available a 360-degree assessment tool. The tool is essentially a series of questions, made available on behalf of a participant to their peers, managers, and other individuals. The tool will help identify strengths and areas of opportunity for an individual to work on to improve their leadership skills. Data from all three subgroups are collected electronically so the tool can aggregate the information for presentation to the participant.

Taking the assessment will help CFTC executives identify areas of opportunity for them to address in their Executive Development Plans. The assessments are not directly tied to performance and the results of the assessment will only be made available to participants.

Executive Coaching:

Executive Coaching at the CFTC is defined as a facilitative, one-to-one, mutually-designed relationship between a professional coach and a senior leader who is a key contributor to the CFTC. The coaching that is provided is focused on how to achieve efficiencies and improved organizational performance. The coach also helps participants understand how to improve their leadership skills.

Today's approach to executive coaching is widely accepted as a business imperative. Although it was once used as an intervention of a remedial nature, executive coaching is now part of the standard leadership development training for executives in such companies as IBM, Motorola, J.P. Morgan Chase, Hewlett-Packard and many others. It is also used extensively used by government agencies including: National Aeronautics Space Administration (NASA), Department of Energy (DOE), Environmental Protection Agency (EPA), and the Securities and Exchange Commission (SEC). Brokerage firms and other financial organizations such as insurance companies use coaches to bolster performance of people in high-pressure, stressful jobs.

According to the Hay Group, an international human resources consultancy, approximately 25 to 40 percent of Fortune 500 companies use executive coaches. According to a survey by Manchester, Inc., a Jacksonville, Florida, career management consulting firm; about six out of ten organizations currently offer coaching or other developmental counseling to their managers and executives. The 2009 International Coach Federation (ICF) Global Coaching Client Study reported the median coaching Return on Investment to be 7-1. In FY 2012 the CFTC will launch an Executive Coaching Program targeting a participation range of 10-15 participants.

Executive Seminars & Online Learning Webinars/Webcasts:

Executives have little time to spend away from their daily responsibilities to help develop their leadership skills. To help identify the right learning engagement for a leader the CFTC will make available a listing of corporately sponsored executive seminars and webinars and webcasts that executives may access.

A list of potential seminars and online learning options for FY 2012 and FY 2013 may include:

| <i>Name</i> | <i>Type of Learning Engagement</i> | <i>Sponsoring Organization</i> | <i>CT Target</i> |
|--|------------------------------------|--------------------------------|------------------|
| Risk Management for Corporate Leaders | Seminar | Harvard University | Executive |
| Authentic Leadership Development | Seminar | Harvard University | Executive |
| Leading Change and Organizational Renewal | Seminar | Harvard University | Executive |
| Leading Strategic Growth and Change | Seminar | Columbia University | Executive |
| High Impact Leadership | Seminar | Columbia University | Executive |
| From Strategic Planning to Tactical Execution | Seminar | Management Concepts | Executive |
| Leading the Human Side of Change | Seminar | Management Concepts | Executive |
| Leading Cultural Transformation | Seminar | Management Concepts | Executive |
| Engaging Leadership | Seminar | Management Concepts | Executive |
| Creating Engagement and Alignment through Shared Vision | On Demand Webinar | Ken Blanchard Company | Executive |
| Building Trust and Transparency in your Organization | On Demand Webinar | Ken Blanchard Company | Executive |
| The Power of Collaboration | On Demand Webinar | Ken Blanchard Company | Executive |
| Keeping People Focused and Productive During Uncertain Times | On Demand Webinar | Ken Blanchard Company | Executive |
| Managing People’s Energy – The Power of Alignment | On Demand Webinar | Ken Blanchard Company | Executive |
| Leadership – Creating a Clear and Compelling Vision | On Demand Webinar | Center for Creative Leadership | Executive |
| The Potential and Challenges of Consensus Decision Making | On Demand Webinar | Center for Creative Leadership | Executive |
| Leading at the Speed of Trust | Webinar | Franklin Covey | Executive |

Goal Four

Meet the knowledge management/knowledge capture needs of an evolving workforce that is entrusted to protect America.

The common currency in the CFTC is knowledge. It is critical that the sharing of knowledge ultimately lead to improved mission execution. To ensure that systems exist to share critical knowledge, the CFTC will take a proactive position to design, develop, and deploy an internal learning system.

The following activities outline what the CFTC will execute in support of knowledge management:

- Ensure management is connected to the development and execution of learning programs:
 - In FY 2012 the CFTC will reconstitute the Training Advisory Group (TAG). The TAG, which will meet on a quarterly basis, will help identify and validate both the anticipated and unexpected corporate learning needs of the entire Commission.
 - Annually, during the normal budget cycle, the Chief Learning Officer will work closely with the CFTC Budget Officer to identify the corporate and division-specific training budgets, to ensure they are appropriately and adequately funded. Funding profiles will be created based on completed needs assessments.

Blend knowledge management with career development:

- In FY 2012 and FY 2013 the CFTC will work to identify career paths for selected occupational series. The paths will identify on-the-job training activities as well as formal learning engagements employees should pursue that will help them to appropriately progress in their chosen career field.
- Annually, working in coordination with the CFTC Office of Diversity and Inclusion, a CFTC annual Upward Mobility Program will be identified and implemented. The program will outline, and make available, the learning engagements that employees who serve in the Administrative function can pursue as part of their desire to experience professional growth within the Commission.
- The CFTC will share knowledge through the establishment and promotion of a CFTC-wide Mentoring Program. In FY 2011, the CFTC launched a pilot mentoring program in the Office of General Counsel. The program provided leaders in OGC with an opportunity to share their unique knowledge and skills with staff. Beginning in FY 2012, the CFTC will expand the mentoring program to serve all divisions and offices within the Commission.

Leverage and grow CFTC's learning program through strategic internal and external partnerships

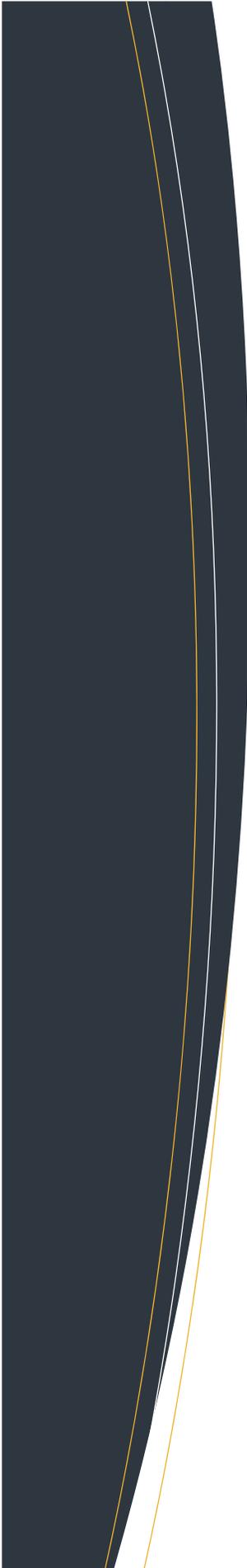
- The Chief Learning Officer will work closely with the Office of the Chief Economist to identify academic partners and emerging economic issues that CFTC employees should have knowledge of in order to appropriately address both current and future mission priorities.
- The CFTC will actively participate in learning communities of practice that include both public and private partnerships (including but not limited to the Federal Chief Learning Officers Council and the Chief Learning Officers Innovation Network) in order to improve and enhance how the CFTC approaches both corporate and division-specific training.
- In FY 2012, the CFTC will establish internal training policy and revise those policies on a yearly basis to ensure that the CFTC training program execution complies with current federal law and regulations.

Build and enhance a learning infrastructure that maximizes the use of technology to design, develop, deliver and deploy an effective learning program.

- Starting in FY 2012, the CFTC will begin designing and developing training programs using a commercially available e-learning development tool, also known as authoring software. This methodology of capturing and deploying knowledge will allow the CFTC to expand the Industry, Legal and Technical (ITLT) Training Program and provide a platform for social media learning enhancements (voice-overs, video capture, real-time quizzing, etc). Once a course is captured, such learning programs will be made available to CFTC staff for viewing. The CFTC will track the use of the learning programs as part of a continuous needs assessment process.
- In FY 2012 the CFTC will explore, and, if funding is available, procure, a learning management/learning content system that supports tracking the usage of internally developed training programs.

Ensuring Learning is Taking Place

Annually, The CFTC Learning Team will conduct an assessment of all learning and development opportunities to ensure knowledge capture, retention, and reinvestment is occurring within and throughout the organization. The team will institute evaluation techniques and metrics to assess each opportunity for learning effectiveness and impact to the organization. Additionally, the team will review and assess the organizational learning plan to ensure that it is meeting the needs of an expanding and dynamic workforce and that it remains at the cutting edge of learning innovation.



CFTC Strategic Learning Plan

Protecting America by building, sharing, and applying knowledge that supports excellence in regulation of the ever-evolving financial marketplace.

Commodity Futures Trading Commission
Human Resources Branch
Talent Management and Leadership Development Section