



DEPARTMENT OF STATE



Career Management Development Continuum

Agency/Center Director



CA/PPT/PMO/CM
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INTRODUCTION

Passport Services is committed to the development of a highly skilled, dynamic, and flexible workforce, and to actively identify training and professional development initiatives designed to elevate the professional skills of all employees in an effort to prepare future Department of State leaders. Currently, tremendous opportunities for career advancement exist. These opportunities open doors to both new and seasoned employees to step into leadership positions within the Department.

To that end, the Career Management division of Passport Services (CM) has developed the Career Development Continuum to assist in preparing Passport Services personnel for career advancement within the bureau, as well as to assure the functional efficiency and effectiveness of the bureau. The continuum will enhance knowledge and skills, and assist in the acquisition of leadership competencies, thus contributing to the growth of the organization as a whole. In this way, the needs of both the individual employees as well as the Department itself are addressed.

The continuum is meant to provide a roadmap for career development. It covers a wide range of topics including Individual Development Plans, networking and interviewing techniques, OPM Leadership Competencies, formal training suggestions from a variety of vendors, ideas for developmental assignments, reading lists and other career development resources. CM has also included the Leadership Tenets for the Bureau of Consular Affairs. These tenets should be incorporated into an employee's professional life to enhance his/her overall professional self as he/she advances up the career ladder.

The underlying focus of the continuum is the acquisition of Leadership Competencies. Competencies represent a systematic, logical and flexible approach to acquiring the knowledge and skills required at all levels of leadership and serves as a valuable tool for all employees during any stage in their careers. It is designed to enhance the performance in an employee's current position and help make employees more competitive for advancement. Competency development is a proven method for ensuring successful job performance in leadership positions and has been embraced by both the public and private sectors. Career Management has developed competency pyramids specific to passport services positions.

All Passport Services employees should take an active interest in their careers, and aggressively pursue training and development opportunities offered by the Department to enhance technical and professional skills. Employees who are willing to invest their time and energy in developing the needed competencies will be better prepared to move into leadership roles. Even those who do not aspire to managerial and supervisory roles may serve the Department as senior specialists, subject matter experts, or analysts, and as such may be called upon to serve as team leaders or project managers. All employees can benefit from competency development to enhance job performance and make themselves more competitive for advancement.

LEADERSHIP TENETS

FOR THE BUREAU OF CONSULAR AFFAIRS

A tenet is a shared principle held to be true by members of an organization. The tenets we hold as consular leaders must be reflected in every aspect of our work and in the way we interact with our colleagues. All consular supervisors should hold themselves accountable for modeling these leadership tenets. In addition, consular employees at all levels should cultivate the qualities embodied in these tenets and integrate them into their approach to work.

Consular Leaders:

INSPIRE

We develop and communicate a vision for how our work unit can most effectively contribute to the Department's mission. In pursuing that vision we relentlessly challenge employees to strive for excellence and engage them in the effort to achieve goals and improve all aspects of the operation.

MODEL INTEGRITY

We hold ourselves to the highest standards of integrity and professional conduct and do what is best for the organization and mission. We generously share credit for the accomplishments of the organization and demonstrate courage in dealing with difficult decisions and poor performers.

DEVELOP THE NEXT GENERATION

We take seriously our responsibilities as teachers, coaches and mentors and work to develop the skills necessary to play those roles effectively. We make time to get to know our less experienced colleagues and provide them timely praise, honest feedback, and opportunities to cultivate their talents.

DELEGATE AUTHORITY—BUT NOT RESPONSIBILITY

We give employees ownership over their work, issue clear and concise instructions, and provide coaching and further clarification if needed. We stand behind our people and take responsibility when mistakes are made or calculated risks don't work out.

COMMUNICATE

We help others understand the mission—and their role in accomplishing it. We also listen actively to each other's concerns and encourage innovation in consular work by listening intently for suggestions.

BUILD GREAT TEAMS

We recruit high-caliber candidates for consular job vacancies, train them right from the start, build trust, and foster a sense of pride and mutual support in the team. We serve the team by eliminating obstacles, resolving conflicts, obtaining appropriate resources, and celebrating success.

LEAD BY EXAMPLE

We set the example for work ethic and demonstrate the willingness and knowledge of consular work to do any job to help the team. We run interference to prevent abuse and undue pressure.

FOLLOW COURAGEOUSLY

We take ownership of our work and hold ourselves accountable for improving performance and making our organization stronger. We dissent respectfully and help the boss become more effective in the interest of the team and the mission.

LEARN CONSTANTLY

We deepen our personal self-awareness in order to cultivate our talents and mitigate mission-critical weaknesses. We display humility by acknowledging our shortcomings and continually work to improve both our skills and our substantive knowledge.

PRACTICE 360-DEGREE DIPLOMACY

We consider consular work central to core objectives of the mission and the Department and establish constructive working relationships with all mission elements to further those objectives. We engage in public diplomacy to advance organizational goals.



MANAGEMENT TENETS

FOR THE BUREAU OF CONSULAR AFFAIRS

THINK GLOBALLY

We understand our organization's purpose and how our actions affect the U.S. government's worldwide enterprise. We look for global solutions when addressing local problems.

PLAN STRATEGICALLY

We collaboratively plan for the future, establish clear goals, and adapt to new challenges. We envision future tasks, anticipate change, and adopt new technologies and procedures to utilize resources efficiently.

CREATE VALUE

We ensure our activities add value. We incorporate the priorities for both the government and the public in evaluating the benefits of our actions.

ASSESS HONESTLY

We objectively measure and review results against expected outcomes to improve operations continuously.

IMPLEMENT SUSTAINABLY

Based on lessons learned, we extend proven business practices beyond the local scale, maintaining gains and continuing improvements.



ca.m.state.sbu/1CA
1CA@state.gov

LEADERSHIP COMPETENCY DEFINITIONS

Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Continual Learning - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Creativity & Innovation – Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

Customer Service - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.

Decisiveness - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Developing Others/Mentoring - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Entrepreneurship - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

External Awareness - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Financial Management - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Human Capital Management - Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

Integrity/Honesty - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Leveraging Diversity - Initiates and manages cultural change within the organization to impact organizational effectiveness. Ensures that the organization builds on these differences and that the employees are treated in a fair and equitable manner.

Oral Communication - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Organizational Stewardship - Understands and is committed to the mission and the vision of the organization; shows concern for co-workers and customers alike, and uses resources wisely. Takes equal ownership and responsibility for projects and assignments, individual or group.

Partnering - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Public Service Motivation - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Problem Solving - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Resilience - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

Technical Credibility - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

Technology Management - Keeps up to date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. Manages IT infrastructure, strategic planning, and software implementation to support organizational goals.

Vision - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Written Communication - Expresses facts and ideas in writing in a clear, convincing and organized manner.

Basic Competency Hierarchy

This chart illustrates the basic progression of leadership competencies as they relate to levels of career development in general.

Leading &Managing Organizations	EXECUTIVE	Entrepreneurship External Awareness Vision
Leading &Managing Programs	MANAGER	Creativity & Innovation Financial Management Partnering Political Savvy Strategic Thinking Technology Management
Leading &Managing People	SUPERVISOR	Accountability Conflict Management Developing Others Human Capital Management Leveraging Diversity
Managing Projects	PROJECT MANAGER & TEAM LEADER	Decisiveness Influencing/Negotiating Team Building Technical Credibility
Managing Yourself	ALL EMPLOYEES	Continual Learning Customer Service Flexibility Integrity/Honesty Interpersonal Skills Oral Communication Problem Solving Public Service Motivation Resilience Written Communication

* Source: Office of Personnel Management *

Passport Position Specific Pyramids and Comparison

The examples below illustrate two pyramids developed for specific passport positions. Competencies have been tiered according to skill levels required within each position.

There are 4 competency skill levels:

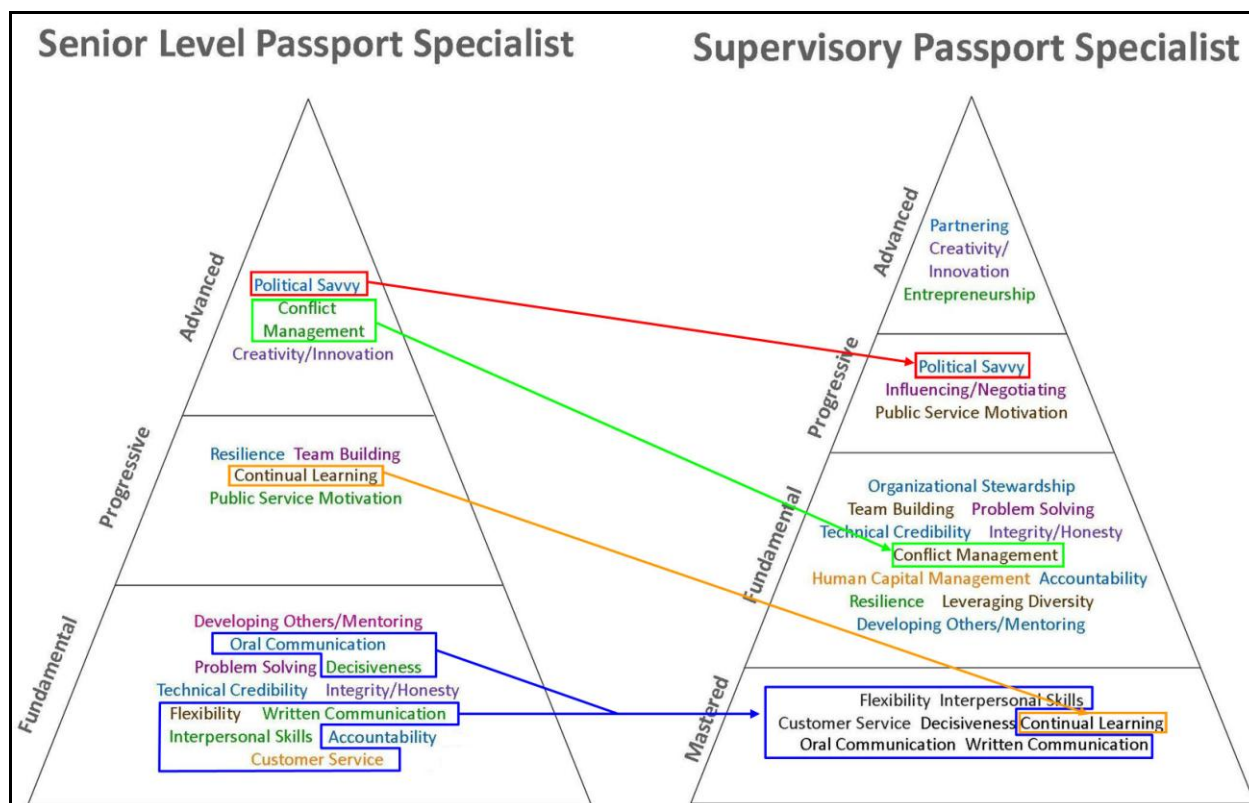
MASTERED – An employee must be skilled and proficient in all the competencies listed prior to attaining the position.

FUNDAMENTAL – These are basic essential skills an employee must demonstrate and improve upon in order to be fully successful in the position.

PROGRESSIVE – These competencies should be developed, enhanced and refined while an employee is working in the position. These skills can be acquired over a period of time as part of a learning process.

ADVANCED – These are skills which would assist an employee in attaining an outstanding rating. Furthermore; these skills may lay out the foundation for further advancement.

When deciding which skills to develop, Career Management recommends that the employee begin with skills in lower tiers of the pyramid for their current position before tackling the skills in the “progressive” and “advanced” levels. When comparing a current position with a higher position, the user can see that many higher tier skills from the current position become more important for the promotion. For example, Conflict Management is an “Advanced” skill for a Senior Passport Specialist, but the Supervisor is expected to demonstrate it consistently in order to succeed at the fully successful level.



Remember:

- It is strongly advised to take at least eight hours of training per year to further an individual's career development.
- You may choose courses from any of the development continuums as long as the course is applicable to your present job.
- Acquiring competencies prepares employees to assume positions at higher levels of responsibility but they do not guarantee promotion.
- Individuals must be accountable for their own careers and seek appropriate learning and developmental opportunities.
- Managers have an obligation to assist employees in reaching their potential through formal training and developmental activities.

Frequently Asked Questions:

How does the Career Development Continuum apply to me?

The Career Development Continuum applies to all Passport Services' employees. The continuum addresses the competencies an employee is expected to obtain as his or her career progresses. Employees will continue to develop their proficiencies in other competencies as they assume positions of increased responsibility and leadership.

What is Leadership Competency Development?

Leadership Competency Development is a comprehensive approach to the development of knowledge, skills and abilities that are needed to successfully perform in the work environment. Competency-based development may be gained through formal education and training, life experiences and on-the-job learning.

How do I assess my leadership skills?

Employees are encouraged to complete a 360 degree feedback or ask their supervisor, mentor or peers to assess their leadership skills by using the Leadership Competency Development Model to facilitate a discussion about the employee's developmental needs.

Who needs leadership development?

Leadership Development is determined by the individual. Leadership Development is a continuous process throughout the individual's career and a key component of the bureau's plan for a competent and professional workplace.

Where do I begin?

Start with an IDP (Individual Development Plan) and identify which competencies you wish to develop. The IDP provides an opportunity to share goals with your supervisor as well as communicate your strengths and developmental needs. Your supervisor should assist with developing realistic goals and activities to achieve them in addition to providing feedback and suggestions.

Which courses can I choose to prepare for the position I hope to acquire?

Refer to other development continuums to ensure your developmental training is in line with your career goals. All requests must be approved by your immediate supervisor, HQ, CA/EX and FSI.

For information on FSI courses available:

<http://reg.fsi.state.gov/DL.aspx>

<http://reg.fsi.state.gov/CourseCatalog.aspx>

For information regarding External Training:

<http://fsi.state.gov/admin/reg/default.asp?Cat=External%20Training>

CONTACT YOUR REGIONAL TRAINING COORDINATOR FOR ANY ASSISTANCE WITH COURSE INQUIRIES or VISIT THE CM WEBPAGE AT:

<http://intranet.ca.state.gov/passports/careermanagement/25977.aspx>

Developing Competencies



The Individual Development Plan (IDP)

The *Individual Development Plan* (IDP) is what pulls it all together. Utilize the assessments and targeted positions from the existing continuums to establish career goals that match your interests, desires, knowledge and abilities. IDPs are tailored to your special needs and circumstances. They can help you improve your current job performance, focus on career development for your future career goals and enhance personal development.

An IDP is a written plan designed by the employee with his/her supervisor's input to meet his/her career goals. IDPs assist employees with accomplishing achievable goals, assessing their particular strengths and weaknesses, and evaluating progress. Many forms of developmental opportunities may be included such as:

- Developmental Assignments
- Specific Work Tasks
- Correspondence Courses
- On-line Training
- Lateral Assignments and Details
- Formal Training

It is important to assess your IDPs progress regularly. A signed IDP does not guarantee funding. Be prepared with alternative suggestions such as on-line training, shadowing opportunities or special assignments in the event funding is not approved.

Your supervisor is there to assist and help you develop realistic and achievable goals that will support the agency's mission. <http://fedcareer.info/prod01.htm>

An IDP is not:

- A contract between an employee and a supervisor
- A performance appraisal rating process
- A Performance Improvement Plan (PIP)
- A guarantee of advancement or promotion

A sample IDP has been included on following page.

For more detailed information regarding IDPs and their preparation follow the link below:

[Passport Services IDP Workbook](#)

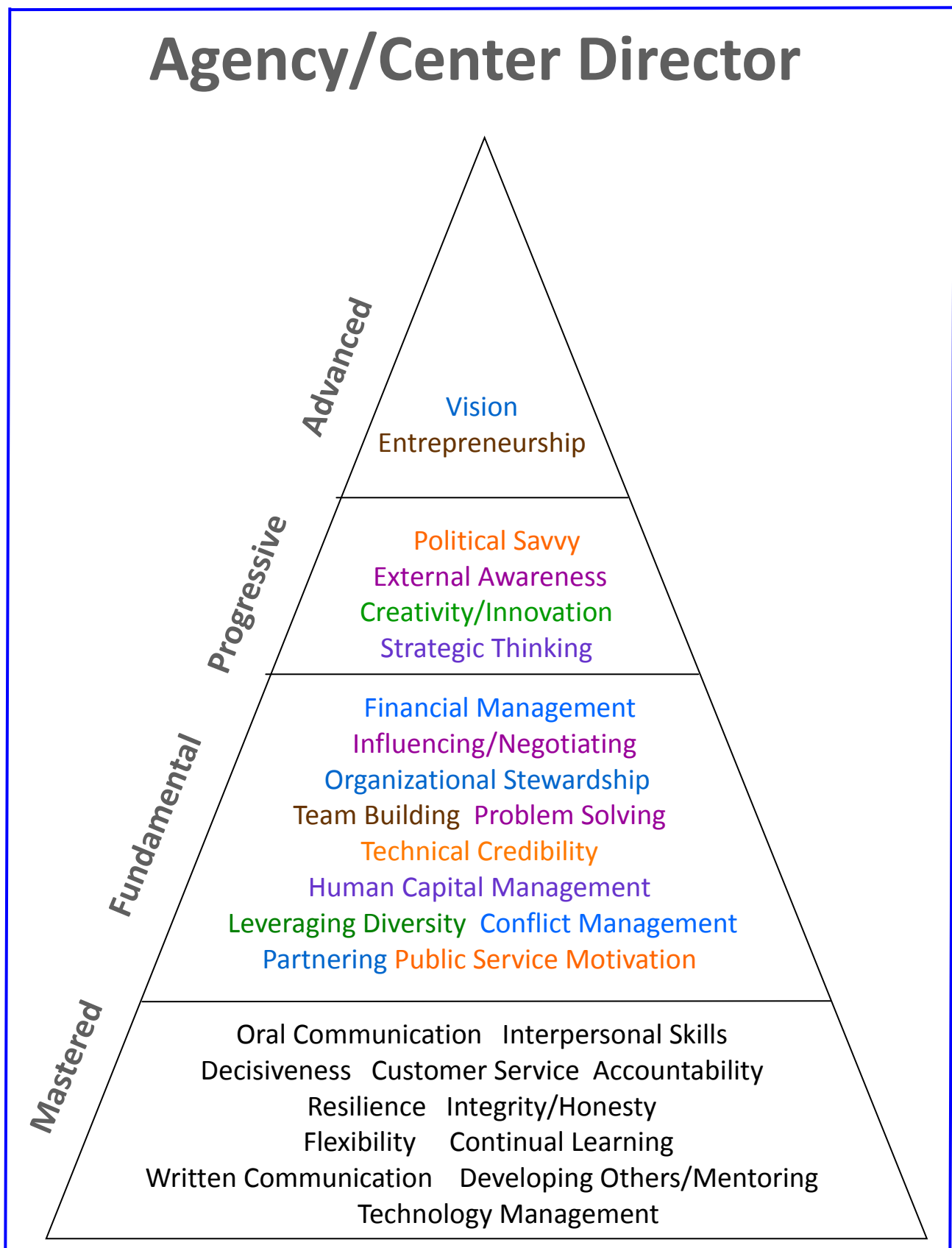
U.S. Department of State INDIVIDUAL DEVELOPMENT PLAN						
Name (Last, First, MI) Passport, Suzy, Q.		Effective Dates of Plan (mm-dd-yyyy) From 01-31-2011 To 01-31-2012		Present Position Title FPM		Present Grade GS-12
Short-Term Career Goals (One year) 1. Develop relationships with external counterparts 2. Get promoted to a GS-13 FPM			Long-Term Career Goals (Three to five years) 1. Get a lateral or promotion to a job in HQ or FPP			
Developmental Objectives (Knowledge, Skills and Abilities to be Developed)	On-The-Job Training/Assignments (Including Self-Development Activities, e.g., Reading Manuals, Doing Research)	Date Scheduled (mm-dd-yyyy)	Date Completed (mm-dd-yyyy)	Formal Training	Date Scheduled (mm-dd-yyyy)	Date Completed (mm-dd-yyyy)
Learn how to run an effective anti-fraud	Shadow/work with designated FPM mentor	02/1/2011		PC541: Fraud Prevention for Consular Managers	05/23/2011	
Hone writing and organizational skills	Develop a procedural manual for the local FPM	04/01/2011		FasTrac comm0014: Crisp Composition	03/28/2011 (Distance Learning)	
Improve public speaking & presentation skills	Create and deliver presentation on local fraud trends	03/09/2011		PD513: Basic Facilitation & Public Speaking Skills	02/23/2011	
Acquire knowledge of WA Bureau of Vital Statistics	Observe local county BVS registrar's office for 2 days	07/11/2011		FasTrac comm12a05: Effective Relationships with Business Partners	07/06/2011 (Distance Learning)	
Acquire knowledge of Diplomatic Security	Shadow local DS agent-in-charge for 2 days	10/17/2011		PC406: Combating Trafficking in Persons	09/14/2011 (Distance Learning)	
Employee Signature Suzy 2. Passport		Date (mm-dd-yyyy) 01-10-2011		Supervisor Signature John U. Travels		Date (mm-dd-yyyy) 01-10-2011
(Signature Signifies Agreement to Implementation to the Extent That Funding and Workload Permit.)		Personnel Specialist Signature		Date (mm-dd-yyyy)		

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Contact your Regional Training Coordinator for more information on creating an Individual Development Plan.

These competencies, developed by The Office of Personnel Management, have been adopted by the Department as a foundation for developing future leaders. This pyramid illustrates the progressive nature of developmental competencies. The competencies attained prior to this position serve as the foundation upon which to build more advanced leadership competencies.



Agency/Center Director Career Development Continuum

Upon Selection of an Agency/Center Director

Designate Mentor (1 year)

Upon the selection of a new Director, the Regional Director may identify an experienced Director to serve as a mentor, or the RD may delegate the mentor assignment responsibility. Once a mentor has been assigned, a series of conference calls should be established between the mentor and the new Director to outline the following standard operating procedures and to assist in the development of the new Director's agency/center.

Guidelines for Mentor

- The new Director will travel to the mentor's agency/center to shadow for a full week.
- The mentor will travel to the new Director's agency/center to for a full week to guide the new Director at the home agency.
- Share best practices on how to manage and assess the needs of the agency/center.
- Discuss the role of the Assistant Director in advising, supporting, and accomplishing the Director's goals and objectives. Share experiences in rating the Assistant Director based on the performance standards.
- Review the functions and responsibilities for each member of the management team.
- Review performance cycle, emphasizing required interim, establishing review panel for performance appraisals, and meeting submission deadlines for performance plans/appraisals.
- Review the management team's system for requesting and tracking leave.
- Review the Director's role in scheduling/leading staff meetings, operational management meetings, etc.
- Share experiences on (1) identifying workload trends and other factors influencing the agency's/center's workload; and (2) how to develop new or alternate procedures or operating methodologies to address workload.
- Identify the key weekly and monthly reports generated by TDIS and MIS.

- Share best practices on reviewing, reporting, and requesting work for the agency/center via the weekly MIS.
- Review key points in NFFE's Master Agreement regarding performance, leave and conduct.
- Share best practices in establishing rapport with local union representatives and identify pending union issues which may affect the agency/center.
- Discuss the Director's role in HR actions—staff selections, promotions, grievances, and disciplinary actions (conduct and performance)—ensuring that actions are applied fairly throughout the agency/center.
- Review the Director's role and responsibilities as outlined in the Internal Controls Guide for Employees (ICG) to ensure the agency/center is in compliance.
- Share best practices in program and resource management—survey and identify space and equipment requirements, recommend changes to personnel resources, manage the awards budget for the agency/center.
- Share mentor's experience in developing and motivating the staff. This may include an award system, innovative ways to provide constructive feedback to subordinates, and appropriate training.
- Discuss the role of Diplomatic Security, federal, state, and local law enforcement officials in preventing passport fraud and other illegal activities, as well as identifying individuals who should be denied passports because they are fugitives or are barred by court order from leaving the United States.
- Explain the Director's role as a representative of Consular Affairs in dealing with state and local government officials, officials of other federal agencies (as a member of the local Federal Executive Board), the local Consular Corps, and in public relations with the information media, travel industry, and citizen groups.
- Share mentor's experience in participating in weekly D/AD teleconferences with PPT HQ as well as acting for the RD in his/her absence.

Core Courses



This category contains both courses deemed mandatory by the Department as well as those which the Career Management Division has identified as being essential to becoming fully successful. Please consult with your supervisor/manager regarding any timeframes for completion of mandatory core courses. Please note that some of the DOS mandatory courses may have already been completed in a prior DOS position.

Competency: Technical Credibility

PS800 – *Cyber Security Awareness*

(FSI: Distance Learning) 1 hour

Designed to inform Department of State employees of their responsibilities as OpenNet Plus users, and to make them aware of the need for security in using DOS computing systems. The course aims to raise awareness of the threats and vulnerabilities in computer use. **Other competencies addressed: accountability, strategic thinking, technology management.*

PA459 – *Protecting Personally Identifiable Information*

(FSI: Distance Learning) 2 Hours

The purpose of this course is to provide employees with the skills and knowledge necessary to comply with laws and regulations by identifying and protecting Personally Identifiable Information. This knowledge will allow employees to do their part to mitigate risks associated with privacy and security incidents and pitfalls. Further, employees will learn how to handle sensitive information and safeguard workplace data, whether physical, electronic or personal and how to identify and report security breaches. **Other competencies addressed: decisiveness, customer service, external awareness, problem solving, integrity/honesty.*

PC441 – *Passport Data Security Awareness*

(FSI: Distance Learning) 1 hour

Promote awareness of the importance of safeguarding the security and privacy of passport data in accordance with federal law and policies for Personally Identifiable Information. **Other competencies addressed: customer service, interpersonal skills, partnering, written communication.*

PC560 – Orientation to Passport Adjudication for Non-Specialists



(FSI: Classroom) 40 hours

**Mandatory for all newly hired employees with no domestic passport adjudication experience and who are not directly involved in the adjudication process or authorized to approve passport applications.*

This course offers a broad overview of the Department of State, Consular Affairs and Passport Services. Students are introduced to the operations at a passport agency as well as the duties of a passport specialist. The class incorporates lecture, group sessions, case studies and hands-on training on passport applications. **Other competencies addressed: continual learning, decisiveness*

Competency: Accountability

PT107 – EEO/Diversity Awareness for Managers and Supervisors

(FSI: Classroom) 16 Hours

This seminar emphasizes supervisory responsibilities in equal employment opportunity and diversity issues. Lectures, discussions and group activities focus on the Department of State's EEO and affirmative action regulations and how these regulations can be implemented in a diverse workplace.

Note: This course meets the EEO/diversity awareness training requirements for supervisors defined in 13 FAM 312.1. Click [here to see the latest guidance from 13 FAM 312.1](#). **Other competencies addressed: human capital management, interpersonal skills, leveraging diversity, team building.*

IA303 – Information Assurance/Senior Manager

(DS Training Center: Classroom) 8 hours

*The course provides senior-level managers with the knowledge and skills necessary to monitor and evaluate the components of the information assurance program in their organizational units. It includes a summary of Federal information security regulations and Department policies and procedures. Topics include an overview of information system vulnerabilities, threats, controls, and the risk assessment/management procedures required by the Federal Information Systems Management Act (FISMA) as well as the findings of the recent Office of the Inspector General audits, and reports to the Office of Management and Budget and Congress. *Other competencies addressed: technical credibility.*

Competency: Interpersonal Skills

PC564 – *Passport Management Essentials*

(FSI: Classroom) 32 hours



**Note: This class is mandatory for those new to managing in passport services. It is suggested to all other managers in passport services.*

This course provides an overview of a variety of local management topics presented by subject-matter experts throughout Consular Affairs to ensure that PPT Directors, Assistant Directors and Managers have the necessary knowledge to manage a Passport Agency/Center successfully. Topics covered by this course include: management of the domestic adjudication process, Labor-Management Relations, HR issues, processing official travel, Management Information Systems (MIS), Internal Controls, Adjudication Audits & SOPs, Agency Purchase Cards, Management Assessment Program (MAP), TATEL, Acceptance Facility Oversight Program (AFOP), and Strategic Planning & Cost Analysis. *Other competencies addressed: decisiveness, problem solving, technical credibility.*

PT210 – *Advanced Leadership Skills*

(FSI: Classroom) 40 hours

Advanced Leadership Skills addresses the transition from mid-level to senior-level positions. Employees at this level are accountable for results but must rely on others for execution of those results. “What got you here isn’t going to get you there” is the mantra for the course as participants explore the following topics: Visionary Leadership, Leading with Emotional Intelligence, Leading From Where You Are, Managing Conduct and Performance, Solving Complex Problems, Leading Change and Principled Negotiation. The course includes a 360 Leadership Assessment. **Other competencies addressed: conflict management, developing others, influencing/negotiating, leveraging diversity, oral communication, problem solving.*

Competency: Leveraging Diversity

PT401 – *No FEAR Act Training*

(FSI: Distance Learning) 1.5 hours

Students will learn about the No FEAR Act (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002), which prohibits discrimination and retaliation in the workplace. They will learn what avenues of recourse are available to employees who suspect they are the victims of illegal discrimination or retaliation. This distance-learning course, PT401 No FEAR Act Training, will fulfill the No FEAR Act requirement that agencies train their employees regarding the employees’ rights and remedies under Federal antidiscrimination and Whistleblower protection laws. Completion of this course is one way to meet the requirement for diversity updates spelled out in 13 FAM 312.1(e). PT401 was developed with the Department’s Office of Civil Rights and approved by the Under Secretary for Management and the Director General. Click [here for the latest guidance from 13 FAM 351](#).

**Other competencies addressed: human capital management.*

Competency: Oral Communication

PT301 – *Presenting Effectively to the Media*

(FSI: Classroom) 24 hours

This senior executive course covers extemporaneous speaking, non-verbal communications, dealing with unfriendly audiences, giving dynamic oral presentations, personal presence and ways of handling the media. Its goal is to help you engage media representatives with greater confidence and better control of your message. **Other competencies addressed: interpersonal skills, political savvy.*

Suggested Courses for Developing Competencies



IMPORTANT NOTICE



Directors are encouraged to explore the FSI FasTrac catalog for training opportunities prior to registering for any courses listed in this section.

Below is a list of suggested formal classroom and structured distance learning courses. Directors and their immediate managers are welcome to identify other courses, which may better address the competencies to be developed.

This continuum is updated twice yearly. Course codes, titles, and/or availability are subject to change at the discretion of the course provider. Should a course listed be UNAVAILABLE, search for a replacement using the links below.

[FasTrac](#) – [*Foreign Service Institute](#) – [DS Training Center](#) – [Graduate School USA](#) – [SkillPath](#)

[American Management Association](#) – [Brookings Institution](#)

****Click on the “OPM Competencies” tab within the FSI course catalog for an easier search***

Competency: Human Capital Management

PT135 – Manage to Motivate

(FSI: Classroom) 16 hours

Are you looking for better ways to build and motivate yourself and the people you supervise? This workshop demystifies employee motivation and offers specific tools for enhancing motivation at all levels. The course materials include worksheets for diagnosing and addressing motivational problems.

****Other competencies addressed: interpersonal skills, resilience.***

Managing the Federal Employee I: The Discipline and Performance Process

(Brookings Institution: Classroom) 16 hours

Teaches what you need to know about federal personnel employment law, as stipulated in the 2004 Federal Workforce Flexibility Act. You will leave with a new ability to avoid damaging lawsuits, boost morale in the workplace, improve productivity—and save your agency money. ****Other competencies addressed: accountability.***

Competency: Strategic Thinking

PC548 – *Consular Management Tools and Techniques*

(FSI: Classroom) 16 hours

This course will provide consular professionals with a working level understanding of the Bureau of Consular Affairs' leadership and management approach. This course introduces the CA Management Framework that, in alignment with the CA Leadership and Management Tenets, emphasized three core management concepts: the balanced perspectives of Balanced Scorecard, the strategic planning objectives of SMART goal setting and the process efficiency principles of LEAN. **Other competencies addressed: Accountability, Continual Learning, Creativity and Innovation, Decisiveness, Developing Others, Problem Solving, Team Building, Vision.*

PT307 – *Overcoming Boundaries: Working Effectively Across Office and Agency Lines*

(FSI: Classroom) 8 hours

This workshop presents concepts and techniques that will increase your capacity to be more effective in working across organizational boundaries in pursuit of agency or bureau goals. Specifically, it explores the causes of "turf battles" and ways to mitigate them in the interagency and inter-office environment. Participants will share insights and best practices from experience in pursuit of collaborative and effective solutions to specific challenges. As such, participants are encouraged to bring concrete issues to discuss with others in the class. **Other competencies addressed: influencing/negotiating, interpersonal skills, oral communication, partnering, political savvy, problem solving, team building.*

EXEC9912L – *Leading People*

(Graduate School USA: Classroom) 24 hours

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ) Leading People and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Explore the dynamics of team leadership and how to create a "Culture of Greatness," through coaching and empowerment. **Other competencies addressed: conflict management, leveraging diversity, developing others/mentoring.*

MGMT9200D – *Strategic Planning For Government Organizations*

(Graduate School USA: Classroom) 24 hours

Use strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to create a solid framework to meet your organization's challenges. Discover how to develop and use mission statements, strategic plans and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA. **Other competencies addressed: human capital management.*

EXEC9911L – *Executive Survival Skills*

(Graduate School USA: Classroom) 24 hours

Address the theoretical and practical leadership aspects essential for survival in today's changing environment. Examine how the leader's attitude, values and beliefs influence organizational performance. Analyze your critical thinking / decision making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership. **Other competencies addressed: organizational skills, resilience.*

2501 – *Developing Executive Leadership*

(American Management Association: Classroom) 24 hours

This intensive three-day executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership. **Other competencies addressed: developing others/mentoring, team building, oral communication, written communication, vision, influencing/negotiating, technical credibility, continual learning.*

2133 – *Leading with Emotional Intelligence*

(American Management Association: Classroom) 24 hours

Delivers the in-depth knowledge and practical emotional intelligence skills you need to ensure that you are a strong, emotionally intelligent leader. You will learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader. **Other competencies addressed: continual learning, creativity and innovation, decisiveness, flexibility, influencing/negotiating, interpersonal skills, oral communication, resilience, team building.*

Competency: Oral Communication

PT217 – *Running Effective Meetings*

(FSI: Classroom) 16 hours

This workshop presents a variety of methods you can use to conduct meetings that are focused and results-oriented. Participants will use practical case studies to experience planning, conducting and concluding effective meetings. **Other competencies addressed: conflict management, problem solving, team building.*

2130 – *The Voice of Leadership: How Leaders Inspire, Influence, and Achieve Results*

(American Management Association: Classroom) 24 hours

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You'll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results. **Other competencies addressed: influencing/negotiating, problem solving, resilience, team building.*

2115 – *Responding to Conflict: Strategies for Improved Communication*

(American Management Association: Classroom) 24 hours

This seminar will show you how to recognize the causes of interpersonal conflict. It emphasizes skills to help you critically evaluate conflict situations and then choose the appropriate strategies and tools to manage and/or resolve these conflicts. You'll develop greater awareness of your emotional triggers and how to control them. In addition, you will learn how to continually action-plan around the implementation of your new skills. **Other competencies addressed: conflict management, problem solving, written communication, interpersonal skills.*

2203 – *Communicating Up, Down, and Across the Organization*

(American Management Association: Classroom) 16 hours

This seminar offers practical and adaptive strategies for informing and influencing others-no matter where they fit in the organizational chart. **Other competencies addressed: influencing/negotiating, team building.*

2134 – *Advanced Leadership Communication Strategies*

(American Management Association: Classroom) 24 hours

Through effective leadership communication, motivate action at every level and influence even the toughest executives, customers, subordinates and stakeholders. **Other competencies addressed: influencing/negotiating.*

The Essentials of Communicating with Diplomacy and Professionalism

(SkillPath Seminars: Classroom) 16 hours

Learn how to handle touchy topics, problem people and sticky situations with finesse and skill. **Other competencies addressed: conflict management, customer service, oral communication, written communication, influencing/negotiating.*

Competency: Accountability

PA164 – Management Controls

(FSI: Distance Learning) 20 hours

This course provides an overview of management controls/internal controls including the legislative and regulatory basis for these controls, standards and techniques for identifying vulnerabilities in an office and a detailed explanation of how to perform a Management Controls review. Included in the course are checklists, examples, reproducible forms and detailed step-by-step instructions. It is an excellent alternative for those students who cannot attend [PA137 Management Controls Workshop](#). **Other competencies addressed: integrity/honesty, problem solving.*

PA485 – Introduction to Safety, Health and Environment

(FSI: Distance Learning) 2 hours

This course is designed to familiarize all individuals who will have SHEM responsibilities at post with a clear understanding of the Department's implementation of the Occupational Safety and Health Act, Executive Order 12196, 29 CFR 1960, and 15 FAM 900. The course will also explain the SHEM Office's mission, roles and responsibilities of key safety personnel, SHEM special emphasis programs, and the mishap reporting process. **Other competencies addressed: continual learning, customer service, integrity/honesty, problem solving, technical credibility, technology management.*

PT218 – Leading a Diverse Workforce

(FSI: Classroom) 8 hours

This workshop builds on the concepts addressed in [PT107 EEO/Diversity Awareness for Managers and Supervisors](#) and takes them to a new level. Starting with the diversity present in the classroom, the workshop uses a variety of exercises and discussions to explore the impact of diversity on the work environment. It identifies the key attitudes needed for true inclusion and the actions managers can take to make a difference in performance and teamwork with their diverse work groups.

**This course is one way to meet the requirement for diversity training updates spelled out in 13 FAM 312.1 e. *Other competencies addressed: human capital management, interpersonal skills, leveraging diversity, team building.*

PC532 – *Advanced Consular Course*

(FSI: Classroom) 120 hours

This course addresses the specific needs of mid-level consular officers who are moving into consular leadership and management roles and need practical job-related training to update functional knowledge and skills in all areas of consular work. In addition to this functional training, participants will receive guidance in leading people and managing resources. The course also utilizes discussion, simulations and field trips to address the policy context in which consular work is performed, the interagency process, crisis management and customer service. **Other competencies addressed: creativity and innovation, customer service, developing others, external awareness, financial management, flexibility, human capital management, integrity/honesty, interpersonal skills, partnering, public service motivation, resilience, strategic thinking, team building, technology management, vision.*

PA137 – *Management Controls Workshop*

(FSI: Classroom) 16 hours

In this workshop, participants learn what management controls (internal controls) are and how to apply them effectively in a variety of office operations. Students learn the legislative and regulatory foundation for management controls and the Department of State's management controls practices and structure.

**Other competencies addressed: integrity/honesty, problem solving.*

LABR7009D – *Federal Employee Relations*

(Graduate School USA: Classroom) 32 hours

Understand the complexities of federal employee relations. Learn the rights and responsibilities of agency employees in areas such as: probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, labor management issues, appeals and grievances, and more. **Other competencies addressed: conflict management, decisiveness, human capital management, interpersonal skills, problem solving, team building, technical credibility.*

Competency: Influencing/Negotiating

PT224 – *Influence by Design*

(FSI: Classroom) 16 hours

This workshop presents principles and techniques for influencing others effectively and ethically and shows you how to apply them on the job. **Other competencies addressed: interpersonal skills, oral communication, political savvy.*

PT253 – *Negotiating in the Workplace*

(FSI: Classroom) 16 hours

Drawing on the principles of the Harvard Negotiation Project and the book “Getting to Yes,” this interactive course will provide the knowledge and skills you will need to conduct effective interpersonal negotiations in the workplace. **Other competencies addressed: conflict management, decisiveness, flexibility, integrity/honesty, interpersonal skills, oral communication, problem solving.*

MGMT7120D – *Power of Influence Over Authority*

(Graduate School USA: Classroom) 8 hours

Great leaders leverage their power and authority to influence others. While authority and power may lead to compliance, influence, a more powerful force, leads to commitment. Discover the key elements associated with influencing others - the strategic use of power, motivating your employees building and nurturing trust. **Other competencies addressed: decisiveness, interpersonal skills, oral communication.*

Competency: Vision

MGMT7201D – *Leading Change*

(Graduate School USA: Classroom) 40 hours

Gain the knowledge and skills you need to help shape the future of your organization. Explore various tools for understanding and facilitating change, and strategies for managing and shaping change. Discover the endless possibilities to exercise true leadership. **Other competencies addressed: continual learning, creativity and innovation, external awareness, flexibility, strategic thinking.*

LEAD8007L – *Emotionally Intelligent Leaders*

(Graduate School USA: Classroom) 16 hours

As the working environment continues to change, emotional intelligence skills become increasingly important in determining who succeeds and who fails. Learn how to assess, develop and apply the emotionally intelligent competencies required for a leadership position. **Other competencies addressed: problem solving.*

Competency: Integrity/Honesty

Ethics in Action: Leading with Integrity

(Brookings Institution: Classroom) 24 hours

This program will help you develop a deeper self-awareness, tools for moral reasoning, and a robust ethical framework to assist in everyday decision making. It will explore the meaning of integrity, values, and beliefs and determine how these shape our behaviors and direct our actions. Course participants will examine the tensions within ourselves, between our personal values and our public-service responsibilities, and across competing but equally valid policy standpoints.

Competency: Problem Solving

PT134 – Managerial Problem Solving and Decision-Making

(FSI: Classroom) 16 hours

Your success as a manager depends on your ability to solve problems effectively and to make sound decisions. This course will teach you proven techniques for step-by-step rational problem solving and decision-making. You will also learn methods for minimizing the risks inherent in decision-making and tips for managing group decision-making. During the seminar, you will have a chance to apply practical tools to your own workplace challenges. Training can be customized to help an office or division with a specific problem or challenge. **Other competencies addressed: decisiveness.*

PT308 – Leading Organizations through Change

(FSI: Classroom) 8 hours

This workshop addresses change from the vantage point of the leader or manager, and asks: how can one effectively introduce, implement, and sustain change? These may be changes that the leader wants to initiate, or, more often, they may be sudden organizational changes, such as the departure of personnel, a new presidential initiative, or new policy directions to shape and implement. This workshop is specifically designed to help leaders adapt their organizations to change, and use such changes to empower the work of their offices. Participants are asked to bring concrete issues to discuss with others in class. **Other competencies addressed: influencing/negotiation, interpersonal skills, oral communication, partnering, political savvy, team building.*

PMGT7003D – Mediating Employee Disputes

(Graduate School USA: Classroom) 32 hours

Learn how to mediate employee disputes and maintain productive work relationships. Develop your problem-solving skills and study the causes and dynamics of conflict, the alternative dispute resolution process, coaching and negotiating skills, and more. **Other competencies addressed: conflict management, interpersonal skills, oral communication.*

Competency: External Awareness

PD538 – *Domestic Emergency Management*

(FSI: Distance Learning) 0.5 hours

This online course familiarizes domestic employees with Emergency management information, principles and available resources. **Other competencies addressed: continual learning.*

PY432 – *Media Monitoring and Reporting*

(FSI: Distance Learning) 2 hours

The purpose of this course is to enable participants to fashion a program to monitor and report on local media that suits the needs of the Department and contributes to regional and global media analysis in Washington. **Other competencies addressed: customer service, political savvy, technical credibility, written communication.*

MQ802 – *Communicating Across Cultures*

(FSI: Classroom) 8 hours

This course gives hands-on experience in adjusting to variations in cultural values and communication found in overseas life and work. **Other competencies addressed: continual learning, flexibility, interpersonal skills, leveraging diversity, oral communication, partnering.*

PY141 – *Outreach Diplomacy: Engaging the World*

(FSI: Classroom) 24 hours

This course is designed to provide training and skills that will enable employees in all cones and specialties to explain U.S. foreign policy to a full range of interlocutors. Instructors will use classroom presentations and case studies to give participants effective presentations tools for foreign audience presentations. Participants explore online sources of reliable information and discuss ways the public affairs section can support embassy-wide activities. Participants study basic rules and practices for dealing with the media and then practice the techniques through role-playing and media interview simulations. **Other competencies addressed: interpersonal skills, oral communication, problem solving, strategic thinking.*

Competency: Technical Credibility

PC544 – *Detecting Fraudulent Documents*

(FSI: Distance Learning) 1.5 hours

This course is designed to teach Consular Officers how to determine whether a document has been altered or counterfeited even if the officer has no prior knowledge of the document's original appearance. **Other competencies addressed: problem solving.*

PC128 – *Detecting Impostors*

(FSI: Distance Learning) 1.5 hours

This course is designed to teach students a proven procedure for identifying impostors, either at the interview window or in photographs. **Other competencies addressed: decisiveness, problem solving.*

PC545 – *Examining U.S. Passports*

(FSI: Distance Learning) 2 hours

This course is designed to teach Consular Officers and Passport Specialists how to identify recent passport books, point out the security features of each version and provide tips on how to determine whether a passport book has been altered or counterfeited. **Other competencies addressed: problem solving.*

PS787 – *MS Office 2010: Advanced Word - Mentored*

(FSI: Distance Learning) 6 hours / 6 units

The course is composed of six modules. An instructor will provide guidance through the units on a weekly basis. The instructor will monitor the student's progress and provide assistance as needed via e-mail or phone. **Other competencies addressed: problem solving, technology management.*

PS784 – *MS Office 2010: Advanced Excel - Mentored*

(FSI: Distance Learning) 8 hours / 8 units

The course is composed of eight modules. An instructor will provide guidance through the units on a weekly basis. The instructor will monitor the student's progress and provide assistance as needed via e-mail or phone. **Other competencies addressed: problem solving, technology management.*

PS782 – *MS Office 2010: Beginning PowerPoint - Mentored*

(FSI: Distance Learning) 3 hours / 3 units

The course is composed of three modules. An instructor will provide guidance through the units on a weekly basis. The instructor will monitor the student's progress and provide assistance as needed via e-mail or phone. **Other competencies addressed: problem solving, technology management.*

PK197 – *E2 Solutions: Traveler*

(FSI: Distance Learning) 1.5 hours

This course is designed to familiarize Travelers with the E2 Solutions application and to provide training in the E2 applications. **Other competencies addressed: accountability, decisiveness, financial management.*

PD505 – *Training Tradecraft*

(FSI: Classroom) 40 hours

This course will provide knowledge, skills and attitudes essential to designing and delivering effective training. Participants will be actively involved in creating a training design, developing and delivering interactive presentations, creating effective visual aids and training handouts, and practicing facilitating group discussions. Emphasis is placed on in-class practice and skill building. *Other competencies addressed: continual learning, creativity/innovation, interpersonal skills, oral communication, technical credibility, written communication.*

PD512 – *Training Design Workshop*

(FSI: Classroom) 24 hours

Learn a systematic approach to training design that entails needs analysis, course documentation, writing goals and objectives, selecting methodologies and course evaluation. You will work on an actual training course design or presentation, and receive peer feedback as well as coaching from the course instructor. **Other competencies addressed: continual learning, creativity and innovation, written communication.*

PD513 – *Training and Presentation Skills*

(FSI: Classroom) 24 hours

Would you like to develop your skills and increase your confidence in speaking to groups, delivering presentations, and providing training? In this course, you will be given the opportunity to deliver two interactive presentations, receive feedback from the instructor and your peers and assess your own personal strengths. You will leave with a plan for enhancing and sustaining your effectiveness as a presenter and trainer. **Continual Learning, Creativity and Innovation, Interpersonal Skills, Oral Communication*

Competency: Team Building

PT229 – *Coaching*

(FSI: Classroom) 16 hours

The participants will learn and practice techniques that will help them bring about performance achievements through a one-on-one coaching relationship based on good will, trust and mutual respect. This course is about helping good people reach their full potential. **Other competencies addressed: interpersonal skills, problem solving.*

PT136 – *Team Building for Results*

(FSI: Classroom) 8 hours

This workshop applies key concepts like team development, roles and responsibilities, decision-making, shared leadership and effective communication to work team situations. Participants will be actively engaged in team building activities throughout the day. **Other competencies addressed: interpersonal skills, problem solving.*

PK240 – *Effective Speaking and Listening Skills*

(FSI: Classroom) 24 hours

Topics include an overview of the communication formats used in the workplace: assertive communication, interviewing skills, meeting participation, active listening and oral presentations. Students will give a short-videotaped presentation and receive individual feedback from the instructor. **Other competencies addressed: customer service, interpersonal skills, oral communication.*

TDEV7021D – *Jump-Starting High-Performance Teams: The Fundamentals*

(Graduate School USA: Classroom) 16 hours

Learn the essential skills for establishing healthy group dynamics and developing a strong team. This highly interactive two-day course will give you the skills for effective team performance. **Other competencies addressed: accountability, interpersonal skills.*

Competency: Leveraging Diversity

PT225 – *Valuing Diversity in the Workplace*

(FSI: Classroom) 8 hours

Effective communication, teamwork and productivity all depend on mutual understanding and appreciation across the many dimensions of diversity. This workshop will introduce participants to information and skills that will improve their ability to work well with colleagues from diverse backgrounds and experiences. **Other competencies addressed: interpersonal skills, team building.*

Competency: Resilience

PT251 – *Productively Managing Stress*

(FSI: Classroom) 16 hours

This course provides current research on the nature of stress and its detrimental effects on your body and health. Participants learn to better manage stress by practicing relaxation techniques and by developing plans to live lives that are more balanced. **Other competencies addressed: continual learning, flexibility, interpersonal skills, oral communication.*

Competency: Public Service Motivation

LABR7010D – *Federal Labor Relations*

(Graduate School USA: Classroom) 32 hours

Gain a solid foundation in the area of federal labor-management relationships. Understand how harmonious labor relations can bring productivity gains to your workforce. Become proficient with bargaining unit determination and election procedures; exclusive union representation, negotiations and good-faith bargaining; and contract administration, grievance systems and arbitration. **Other competencies addressed: conflict management, decisiveness, human capital management, interpersonal skills, problem solving, team building, technical credibility.*

Competency: Partnering

PT150 – *Crucial Conversations*

(FSI: Classroom) 24 hours

Usually when you find it hard to move an issue forward at work, it is because of a crucial conversation you have been postponing or because of a conversation you had that went badly. This three-day course is based on the bestselling book *Crucial Conversations*. In this program you will learn how to make others feel safe enough to be really honest with you. You'll also learn how to explain your own point of view so that others will understand what you mean. You'll learn tools and techniques to help you talk about even the most difficult subjects and you will have a chance to apply them to a real challenge that you face at work. **Other competencies addressed: conflict management, influencing/negotiating, interpersonal skills, oral communication, problem solving.*

2206 – *How to Communicate with Diplomacy, Tact and Credibility*

(American Management Association: Classroom) 16 hours

This communication skills seminar will teach you how to choose and use the most appropriate words and emotional tone for every business situation. In just two days, you'll gain insights into your communication style and that of others, while providing you with skills for clearly and effectively receiving and transmitting information, ideas, thoughts, feelings and needs. *Other competencies addressed: accountability, political savvy, influencing/negotiating, entrepreneurship.

Competency: Conflict Management

PT214 – *Managing Conflict Productively*

(FSI: Classroom) 16 hours

Do you dread interpersonal conflict? Do you tend to avoid conflict, even when it's escalating? Would you like to be more effective with issues and people? This seminar helps you do just that! Successful management requires you to have a variety of styles in dealing with interpersonal and work-related conflicts. *Other competencies addressed: creativity and innovation, influencing/negotiating, leveraging diversity, resilience.

Competency: Organizational Stewardship

PT215 – *Team Leadership*

(FSI: Classroom) 16 hours

The Team Leadership workshop will enhance the participant's ability as an experienced or new team-leader to manage and facilitate both on-going and temporary teams. Participants will practice identifying and resolving typical problems encountered in teams. They will develop a team charter and address difficult issues that often surface in team meetings. *Other competencies addressed: influencing/negotiating, interpersonal skills, problem solving, team building.

PT216 – *7 Habits of Highly Effective People*

(FSI: Classroom) 32 hours

**This course is strongly recommended*

This course requires participants to put significant effort into personal assessment and introspection. The focus is on improving employees' effectiveness in their personal and professional lives. Participants will examine their attitudes and behaviors and use this awareness to build habits that support greater personal effectiveness. *Other competencies addressed: conflict management, continual learning, creativity and innovation, flexibility, influencing/negotiating, interpersonal skills, leveraging diversity, oral communication, resilience, team building.

Competency: Organizational Stewardship

PT212 – *Creative Problem Solving*

(FSI: Classroom) 16 hours

**This course is strongly recommended.*

Do you ever wonder how innovators get their ideas? This workshop presents a variety of problem-solving techniques that lead to creative solutions. Participants will apply creative problem-solving tools to their own workplace challenges. **Other competencies addressed: problem solving.*

Competency: Political Savvy

PT307 – *Overcoming Boundaries: Working Effectively Across Office and Agency Lines*

(FSI: Classroom) 8 hours

This workshop presents concepts and techniques that will increase your capacity to be more effective in working across organizational boundaries in pursuit of agency or bureau goals. Specifically, it explores the causes of "turf battles" and ways to mitigate them in the interagency and inter-office environment. Participants will share insights and best practices from experience in pursuit of collaborative and effective solutions to specific challenges. As such, participants are encouraged to bring concrete issues to discuss with others in the class. **Other competencies addressed: influencing/negotiating, interpersonal skills, oral communication, partnering, political savvy, problem solving, team building.*

PP204 – *Congressional Relations*

(FSI: Classroom) 24 hours

Examines the role of Congress in the foreign policy process and how domestic pressures affect the manner in which that role is carried out. Meetings with Executive Branch personnel who work with Congress, a day of appointments on the Hill and sessions with outside experts, provide an overview of the State Department's relations with Congress on foreign policy issues. Primary focus is on Department of State issues. **Other competencies addressed: external awareness.*

PT257 – *Managing Up: Basic Skills and Tips*

(FSI: Classroom) 8 hours

Communicating effectively with your manager is an essential skill for any employee. This course will provide you with an opportunity to assess your own and your manager's communication and work styles, and identify useful tools for managing any situation. **Other competencies addressed: conflict management, flexibility, influencing/negotiating, integrity/honesty, interpersonal skills, oral communication.*

PK146 – *Job Savvy: Skills for Workplace Success*

(FSI: Classroom) 40 hours

The day-to-day responsibilities and interactions in the workplace require fundamental interpersonal skills. The goal of this course is to develop critical job survival skills that will increase effectiveness, productivity, job satisfaction and the ability to resolve issues or problems successfully. **Other competencies addressed: continual learning, interpersonal skills, resilience, strategic thinking.*

PA160 – *Domestic Management Officers Seminar*

(FSI: Classroom) 120 hours, 3 one-week sessions

Through highly interactive lectures and discussions, written assignments, class projects and presentations, participants increase their knowledge of the Department of State's resource systems, develop their individual management and supervisory skills and learn about a variety of administrative tasks and functions within the Department of State. **Subject to funding availability. *Other competencies addressed: accountability, conflict management, continual learning, creativity and innovation, customer service, decisiveness, financial management, flexibility, human capital management, integrity/honesty, interpersonal skills, oral communication, partnering, problem solving, strategic thinking, technical credibility, written communication.*

Competency: Financial Management

PA198 – *E2 Solutions: Travel Approver*

(FSI: Distance learning) 2 hours

This course is designed to familiarize managers who approve staff travel to post and domestic locations using the E2 Solutions application and to provide training in the proper use of the E2 application. **Other competencies addressed: Accountability, Customer Service, Decisiveness, Interpersonal Skills, Technical Credibility*

Competency: Entrepreneurship

PT212 – *Creative Problem Solving*

(FSI: Classroom) 16 hours

This workshop presents a variety of problem-solving techniques that lead to creative solutions. Participants will apply creative problem-solving tools to their own workplace challenges. **Other competencies addressed: creativity and innovation, oral communication.*

Competency: Developing Others/Mentoring

MGMT7006D – *Mentoring Skills*

(Graduate School USA: Classroom) 8 hours

Explore the specific roles, critical skills and key principles that support a successful mentoring experience. Discover strategies for developing an effective learning partnership and learn how to write a mentoring contract, conclude a relationship and avoid problems that can destroy the partnership.

Competency: Customer Service

ADMB7003D – *Customer Service Excellence*

(Graduate School USA: Classroom) 8 hours

Become "customer-driven" and learn how to take service to the top, inspiring others to provide quality service. Gain proficiency in identifying your internal and external customers. Discover the latest methods for enhancing customer service and handling problems, including anticipating and responding to customers' needs. **Other competencies addressed: conflict management, interpersonal skills, problem solving, public service motivation.*

Competency: Interpersonal Skills

No Course Code – *Leadership Effectiveness Inventory (LEI)*

(Graduate School USA: On-site session)

This is a 360-degree assessment instrument for assessing individual job strengths and developmental needs. You are assessed against the 28 leadership competencies that comprise the five Executive Core Qualifications (ECQs) of the Senior Executive Service, identified by the Office of Personnel Management.

Competency: Continual Learning

PT133 – *Senior Executive Threshold Seminar*

(FSI: Classroom) 80 hours

The Senior Executive Threshold Seminar is designed to prepare newly promoted senior Foreign Service officers and senior Civil Service employees in the foreign affairs community for the challenges they will face in leading across agency and national boundaries. The culmination of the mandatory leadership training continuum, SETS focuses on the specific skills necessary to successful performance at the most senior levels of government: vision/values; team leadership; influence/negotiation; collaborative relationships; strategic/critical thinking and emotional intelligence.

Competency: Creativity/Innovation

PT206 – *Managing Change*

(FSI: Classroom) 80 hours

This workshop is designed to increase participants' awareness of change and transition processes and how it impacts both personal and organizational life. **Other competencies addressed: Flexibility, Resilience, Team Building, Vision.*

TDEV8120D – *Facilitator Workshop*

(Graduate School USA: Classroom) 32 hours

Keep meetings, group discussions and other activities organized and on schedule. Develop your own style of facilitation by learning group dynamics, strategic management of decision making and problem solving. Discover time-tested techniques for managing conflict, methods of intervention, and effective listening and feedback.

Developmental Assignments/Rotations

Identify Goals

Create an Individual Development Plan to identify goals and meet with your supervisor on a monthly basis to discuss achieving them.

EPPG8400L – Executive Potential Program

(Graduate School USA) (12 month program)

A 12-month nationwide leadership development program that provides the training and developmental experiences necessary for GS 13-15 employees moving into executive leadership positions. The program focuses on individual development needs and leadership skills, action learning teams, project identification and project planning.

Excellence in Government Fellows Program

(12 month program)

While continuing their current jobs, Fellows participate in a year-long leadership development opportunity that transforms mid-level federal managers into leaders who produce results for the American people. Participants strengthen leadership skills and create strategies to solve complex challenges. Through executive coaching, leadership site visits, peer coaching, results projects, and workshops, Fellows are challenged to focus on strategies and actions that lead to measurable results. Fellows' teams work on specific issues, projects or goals critical to the mission of their organization or the overall performance of government.

Participate in a Working Group or TDY

Participate in an HQ working group or TDY. Discuss opportunities with your supervisor and RTC.

Update Standard Operating Procedures for Agency/Center

Update Standard Operating Procedures for agency/center.

In-House Mentoring

Participate in an in-house informal mentoring program.

Formal Civil Service Mentoring Program

Participate in the Civil Service Mentoring Program as a mentor or mentee.

Situational Mentoring Program

Participate in the Department's Situational Mentoring Program as a mentor or mentee.

Teambuilding Exercises

Conduct teambuilding exercises with your staff.

*Become a board member in the local chapter of the Federal Executive Board
Take on a leadership role in the local chapter of the FEB and partner with other federal agencies.*

Meet with Regional Training Coordinator

Meet with your RTC to discuss training and developmental opportunities to help you reach your goals.

Instructions for Applying for External Training

In order to apply for, as well as receive credit for, an external course, employees must fill out a form SF-182: Authorization, Agreement, and Certification of Training.

This course can easily be filled out via the Foreign Service Institute's online SF-182 application. To access this application click on the link below.

<http://reg.fsi.state.gov/External.aspx>

On this page, you will find an image which states "SF182 External Training Application – Apply). Click here to begin the process.

In order to properly fill out the form – please have the following information ready:

- Vendor Supplied Information including course description & cost
- Travel associated costs (per diem, transport) obtained via FedTravel or E2.
- The name of the CA Training Officer
- The Billing information is as follows:
 - Charleston Financial Services Center
 - 1969 Dyess Avenue
 - Charleston, SC 29405
 - Billing contact phone: [leave blank]
 - Billing contact email: DOSpayments@state.gov

The FSI website will guide you in filling out the online SF182. Ensure that all mandatory fields are filled out, and submit the form.

Please note that there may be additional conditions which need to be met, such as submitting a post training evaluation, in order to receive credit for the course on your official transcript.

For more information:

- Visit the FSI external training website at <http://reg.fsi.state.gov/External.aspx>
- Read the [External Training Request](#) guide on the [Career Management homepage](#).

Recommended Reading

Read the Department/Agency's Strategic Plan, and the Department's Annual Performance and Accountability Report.

The Seven Habits of Highly Effective People

Stephen R. Covey. Free Press, 1990.

Changing Minds: The Art and Science of Changing Our Own and Other People's Minds

Howard Gardner, Harvard Business Press, 2006.

Want Collaboration? Accept—and Actively Manage—Conflict

Jeff Weiss and Jonathan Hughes, Harvard Business Review, March 2005.

Do Your Commitments Match Your Convictions?

Donald Sull and Dominic Houlder, Harvard Business Review, March 3, 2009.

Demand Better Results—And Get Them

Robert H. Schaffer, Harvard Business Review, April 1991.

Monday Morning Leadership - 8 Mentoring Sessions You Can't Afford to Miss

David Cottrell, Cornerstone Leadership Institute, 2002

Now, Discover Your Strengths

Marcus Buckingham and Donald Clifton, Free Press, 2001.

The Strategic Human Resource Leader: How to Prepare Your Organization for the Six Key Trends Shaping the Future

William Rothwell, Robert Prescott, and Marla Taylor, Davies-Black, 1998.

How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation

Robert Kegan and Lisa Lahey, Jossey-Bass, 2000.

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