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| Department of Labor Senior Executive Service TRAINING PROGRAM |
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| *Welcome Packet* |
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# Program Overview

Welcome to the Department of Labor (DOL) Senior Executive Service (SES) Training Program! DOL has contracted with Partnership for Public Service (Partnership) to ensure that this program benefits you as a participant and the agency as a whole. The approach to the design and delivery of the program is mission-driven, action-oriented and results-focused.

## Program Goals

Through its varied components, the DOL SES Training Program aims to build executive management skills and a stronger executive team. The goals of the program are:

* Emphasize the management responsibilities rather than the subject matter expertise required of the SES
* Encourage participants to act as part of a DOL-wide management cadre.
* Build teamwork, collaboration and camaraderie among participants
* Learn to use operating plans to increase employee engagement, productivity and accountability at all levels

## Program Components

The program includes five core components: a 180 assessment, executive workshops, group coaching, action learning projects and mentoring. Please see below for brief descriptions of each component.

### 180 Assessments

Participants and their first-level supervisors will complete the same 15-20 question assessment of the participants’ competencies as a way to:

* Target the program to participants’ specific needs and goals; and
* More accurately measure the quality and impact of the program.

Participants and supervisors will take the assessment at the beginning and end of the program. This will assist in assessing the program’s quality and impact, while providing a clear picture of participant development in key competencies. The Partnership will then provide you and your supervisor a report with your pre- and post-program results.  The data will not be used in performance reviews and will not be placed in personnel files. Additionally, it will enable DOL to make improvements during this program year and in years to come.

### Executive Workshops

## The DOL Executive Management Workshop sessions will review the fundamentals of administrative functions at DOL. Each of these sessions, facilitated by a DOL SES leader responsible for that function, will examine topics in the context of DOL organizational needs and challenges. Workshop topics include Human Resources, Budget, Procurement, Information Technology, Organizational Performance Management and a Management Overview.

### Group Coaching and Action-Learning Projects

Participants will be divided into four cohorts. Each of these cohorts will be assigned an executive coach who will provide coaching on both mission-critical topics as well as the action-learning projects. The selected topics include; Dealing with Poor Performers and Leading in a Political Environment. When a group of peer leaders are facing similar circumstances—such as the SES at DOL—group coaching offers them a chance to work together to achieve a set of shared goals. In addition to improving the quality of the relationships among the SES, participants will apply specific techniques from group coaching sessions and gain an increased commitment to tackling organizational challenges.

Four or more teams of participating executives will be created to work on coach-led Action Learning Projects. Each team will address a DOL-specific challenge. This experience will enable executives to collaborate and put into action the learning acquired during the workshop sessions. The executive coach will assist teams with project scoping, management, understanding the process and provide support to teams prior to final presentations.

### Mentoring

Each participant will be formally paired with an experienced executive mentor at the mid-point of the program. The Partnership will work with the participants as well as potential mentors to identify optimal matches based on both parties’ experience and developmental goals, among other criteria. Once mentoring matches are made, we will host a session for participants that will focus on best practices and keys to successful mentoring. In addition, the Partnership will facilitate a mid-point check-in as well as a final assessment and close-out of the mentoring component.

## Frequently Asked Questions

### How much time will this program require?

In order for the program to achieve its intended impact, each participant should plan on spending 50 hours in the classroom in addition to 50 hours of working with his or her action-learning team and mentor. Please adjust your schedules to ensure attendance at all sessions.

### What if I cannot attend a session?

Participant attendance is required. Please adjust your schedules to ensure attendance at all sessions.

### How long is the training program?

### The training is a nine month program, ending in July 2014.

### Where is the training being held?

### National office participants will be attending all sessions in person at the Frances Perkins Building. A detailed schedule will be provided that identifies the conference room for each session.

### Regional participants will be attending all but three sessions via WebEx from their computer. Participants will be provided instructions on how to use WebEx. The WebEx sessions will include a webcam feed from the live sessions at the National Office. During the team sessions regional participants will utilize webcams. Webcams will be provided for participants.

### Which sessions are the regional participants expected to attend at the National Office?

Regional participants will be asked to attend three of the training sessions in Washington, D.C. Agencies will be responsible for the travel expenses for the regional participants to attend. The sessions include the following sessions:

January 21, 2014 Agency Presentations of Action Learning Projects

February 19, 2014 Mentoring Best Practices

July 16, 2014 Team Presentations to Agency Champion(s) and Close Out Ceremony

### Will there be any outside work, beyond the action learning projects?

Participants will have a few reading assignments, which will be issued at the first group coaching session in December.

### Who will see the 180 assessment results and what is the purpose of the assessment?

Only you, your direct supervisor and the Partnership will see the results of the 180 assessment. This will provide the Partnership with the ability to assess the program quality and impact while affording you the chance to work with your supervisor in identifying strengths and areas for development.

### Will the 180 assessment affect my performance review?

No. The data will not be used in performance reviews and will not be placed in personnel files. Overall, the assessment is to measure the program’s effectiveness.

**What if I already have a mentor?**

If you already have a mentor, you are welcome to continue the relationship with him or her provided that he or she works within the program guidelines for this component.

### What if the assigned mentor is not a good fit for me?

If for any reason the mentoring relationship is not serving the intended purposes of the program, we will reassess the match. If support from the executive coach, DOL and the Partnership cannot improve the mentoring relationship, we will work with you to identify a new mentor.

### What is the value in action learning?

Leaders learn best by doing. Action-learning can deepen the learning process by challenging participants to apply broad program lessons to the projects, work within a high-performing team and deliver a measurable and positive result to DOL.

### Who are the executive coaches?

The four executive coaches come from diverse backgrounds and experience, including decades of SES experience from OPM, SSA and the CIA. They also have a wealth of experience in executive coaching, group coaching, facilitation and training. Full bios of the executive coaches will be provided at the first group coaching session in December.

**Who do I contact if I have a question regarding the program?**

Please contact Kim Cataldo in the Office of Executive Resources at 202-693-4545 or [cataldo.kim@dol.gov](mailto:cataldo.kim@dol.gov). Please contact Andrew Marshall of the Partnership at 202-775-6954 or [amarshall@ourpublicservice.org](mailto:amarshall@ourpublicservice.org) should you have any questions or concerns about the assessment or mentoring questionnaire.