

# CORE CURRICULA

President's Council on Integrity and Efficiency  
and  
Executive Council on Integrity and Efficiency

1st Edition - September 2005

# Human Resources Committee and Workgroup Members

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# Foreword

We are pleased to present the President's Council on Integrity and Efficiency (PCIE) and Executive Council on Integrity and Efficiency (ECIE) core curricula for leadership, management, and team skills. The vendors and courses listed in this brochure are presented for information purposes, and are intended to help you and your staff identify vendors and courses in the above core competency areas at the entry, intermediate, and advanced levels.

The core curricula are the result of three Human Resources (HR) Committee studies, initiated in 2003, in support of advancing career development and professionalism. The first study gathered competency data from the community, identified best practices in the private sector, and identified core competencies within our community. The core competencies include leadership, management, and team skills. The second study analyzed the data from the first study and further refined these core competencies for auditors, evaluators, and criminal investigators at the journeyman and senior levels. This study also identified those core competencies that were common to all

occupations regardless of level. The third study identified these core curricula in support of our core competencies.

In conjunction with the core curricula, we have developed an evaluation system for the continued assessment of the curricula. We ask that you assist us by completing a course evaluation upon course completion. The evaluation will ask you to provide information regarding the course's effectiveness, value, and relevance to the Inspector General (IG) community. We will review the survey results on a regular basis and use the results in discussions with the vendors to help improve the quality and/or types of courses being offered to the IG community. The Training Evaluation Survey, provided as Exhibit G, can be accessed at <http://www.ignet.gov/evals/>.

The HR Committee will continue to work toward establishing and improving professional staff development and programs throughout the community. We trust that you will find the brochure helpful, and look forward to your feedback.



Nikki Tinsley  
Chair, HR Committee



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PCIE Vice Chair



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# Introduction and Purpose

The foundation of any organization's success depends upon its resources—the most important of which are an organization's people, or human resources. This is particularly true in the audit, investigation, and evaluation communities, where an organization's capacity for conducting operations is determined by the knowledge, skills, commitment, and energy of its people. To know whom to recruit and retain, we must define the knowledge, skills, abilities, and – increasingly – behaviors that an organization needs. These attributes are so important that

failure to possess them would compromise our ability to achieve our mission. We call these qualities *core competencies*.

Competencies are more than technical skills; character and interpersonal skills are also equally important to professional expertise in the IG audit, investigation, and evaluation communities. This brochure provides a listing of vendors and courses to help you and your staff identify core competency curricula for leadership, management, and team skills at the entry, intermediate, and advanced levels.

## Core Competency Objectives

### Leadership

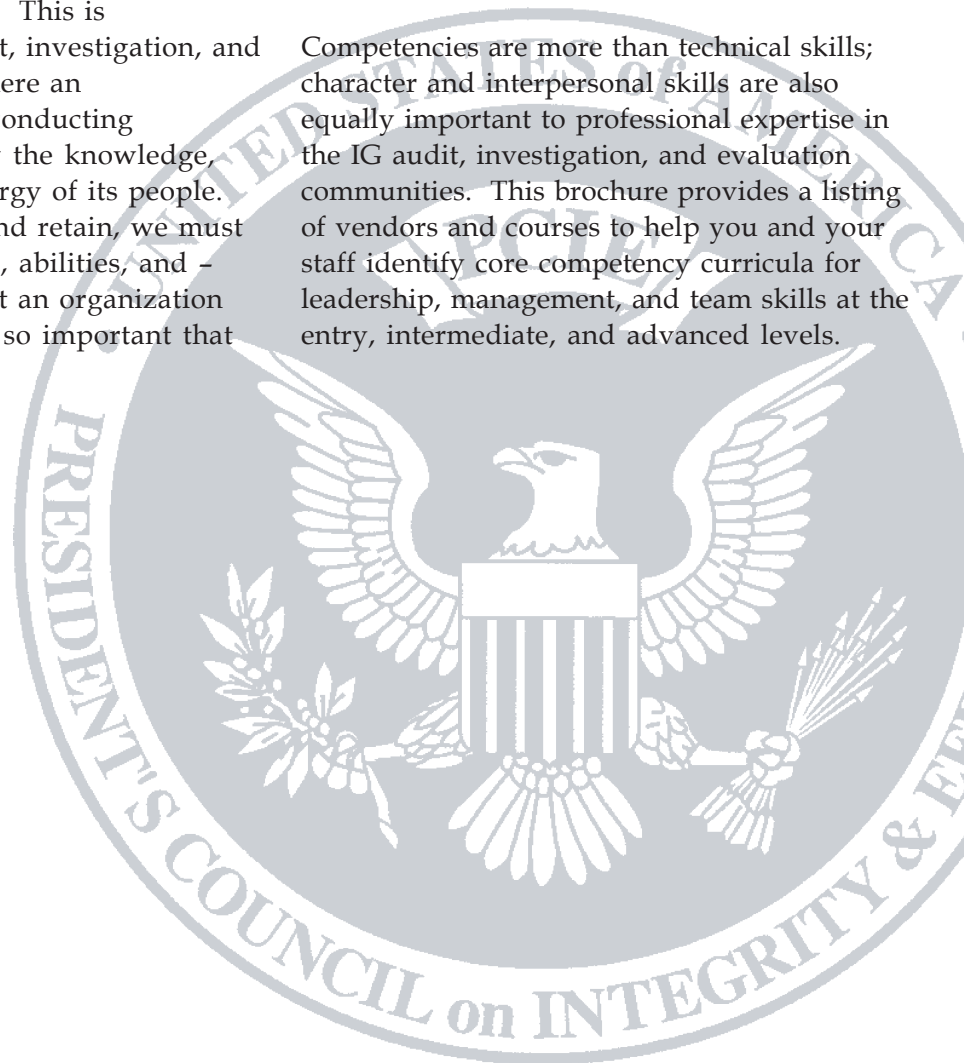
- Constitution
- Vision
- Political Skills
- Influencing/Negotiation with External Groups
- Globalization and Cultural Awareness
- Entrepreneurship/Business Practices
- Continual Learning
- Results Orientation
- Resilience
- Leading People
- Integrity

### Management

- Stewardship
- Accountability
- Customer Service
- Financial Management
- Human Capital
- Technology Management
- Project Management
- Decisiveness
- Strategic Thinking
- Systems Thinking

### Team Skills

- Creativity
- Team Problem Solving
- Coaching
- Conflict Resolution
- Integration
- Time Management
- Group Facilitation
- Team Development



# Background

The President's Council on Integrity and Efficiency (PCIE) Human Resources (HR) Committee has been studying the application of core competencies to Federal Offices of Inspector General for the explicit purpose of evaluating the training programs for auditors, evaluators, and investigators. Increasingly, the missions of the IGs have been expanding from a traditional compliance orientation to a focus on effectiveness. The reasons for this change in roles are many. Certainly one of the reasons is the Government Performance and Results Act. But even without this mandate, IGs have seen their role moving from compliance to actually working with their departments and agencies to improve performance. With this expanding role, the PCIE HR Committee members believed that we needed to take a look at the IG community to see how this expansion has impacted on the critical competencies in our field.

Traditionally, our training programs have been devoted to "occupational mastery," the transfer of technical skill sets. The new core competencies, such as creativity, vision, and strategic thinking will require the IG community to recruit differently and revamp our training programs to address these new requirements. As such, a PCIE HR workgroup was tasked to collect and analyze the core competencies. The workgroup members included representatives from the audit, investigations, and inspection PCIE committees, along with representatives from the IG Criminal Investigator Academy, IG Auditor Training Institute, and IG Management Institute. Additional workgroup

members represented various Federal Office of Inspector General (OIG) staff.

The HR committee sponsored three studies on competencies. The first study gathered competency data from the community, identified best practices in the private sector, and identified core competencies within our community. The core competencies include leadership, management, and team skills. When presented with the workgroup's findings, the PCIE agreed with and adopted the core competencies identified (Exhibit D). The PCIE achieved a major milestone in establishing and improving professional development for the IG community by identifying and acknowledging the core competencies.

The second study analyzed the data from the first study and further refined these core competencies for auditors, evaluators, and criminal investigators at the journeyman and senior levels. This study also identified those core competencies that were common to all occupations regardless of level.

The third study identified these core curricula in support of our core competencies. The HR Committee's specific charge was to provide the committee with 1) curricula that represents the core competencies of leadership, management, and team skills and best practices of the industry; 2) the publication of core competencies and curricula; and 3) an evaluation system for the continued assessment of the curricula, delivery, effectiveness, value, and relevance to the IG community.

# Scope and Methodology

The approach for this (third) study included reviewing the information gathered during the prior two core competency studies, as well as interviews with the vendors. Using the data collected in the previous studies, the IGs identified 40 training vendors, then narrowed the list to 13 vendors that were most prominent. The Workgroup members conducted an Internet search of the selected vendors to identify the training courses listed in their catalogs that would support the core competencies. The data elements reviewed included learning objectives (how the course relates to the competency or competencies), length, cost, and the vendors' evaluation methods and rating systems. Also,

the Workgroup conducted phone interviews with the vendors to determine if their courses meet Government Auditing Standards, 2003 revision for continuing professional education (CPE) requirements. (Note: *GAO Guidance on GAGAS Requirements for Continuing Education*, April 2005, provides that accredited university and college courses (credit and noncredit) qualify for CPE hours provided they are subjects/topics that qualify as GAGAS CPEs.) In addition, the Workgroup discussed overall class size and the qualifications of their instructors with vendors. The Workgroup's conclusions and recommendations were approved by the HR Committee.



Tom Borland speaking at the EPA OIG National Training Conference.



Investigator training session at the EPA OIG National Training Conference.



EPA OIG Office of Investigation training session at the National Training Conference.

# Network Talent Model

The core competencies identified are based, in part, on a construct called the Network Talent Model. This model inserts, in varying degrees, the leadership, management, team skills, and occupational mastery (technical) requirements in every position.

All careers within the OIG community have both general and occupation-specific core competencies. To understand this model, the following definitions are provided:

## Leadership

Leadership can be defined as independent judgment, beyond rules and procedures, which influences behavioral change and gains willing followers. Leadership skills, abilities, and behaviors deal with determining strategic customer value; defining vision and values connected to strategy, structure, and systems of an organization; staying on the cutting edge individually and organizationally; and teaching, mentoring, and motivating others to make good decisions.

## Management

Management is exercising formal authority consistent with a person's position, policies, and procedures. Management skills are the abilities to understand and apply systems analysis, planning, project management, and execution to achieve results. Understand and apply variance analysis to processes; mentor staff; and create an atmosphere for open communication.

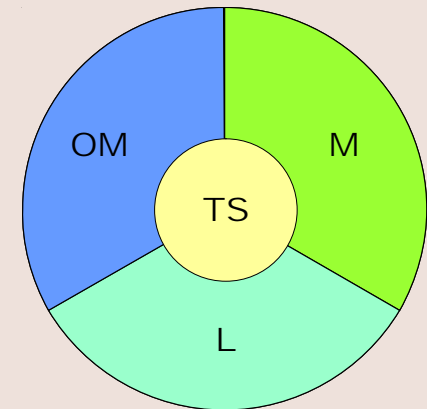
## Team Skills





Knowledge, skills, and abilities that improve group performance.

## Occupational Mastery

Occupational mastery refers to specific occupational competencies consistent with a profession or area of knowledge (e.g., auditing, investigations).

Network Talent Model

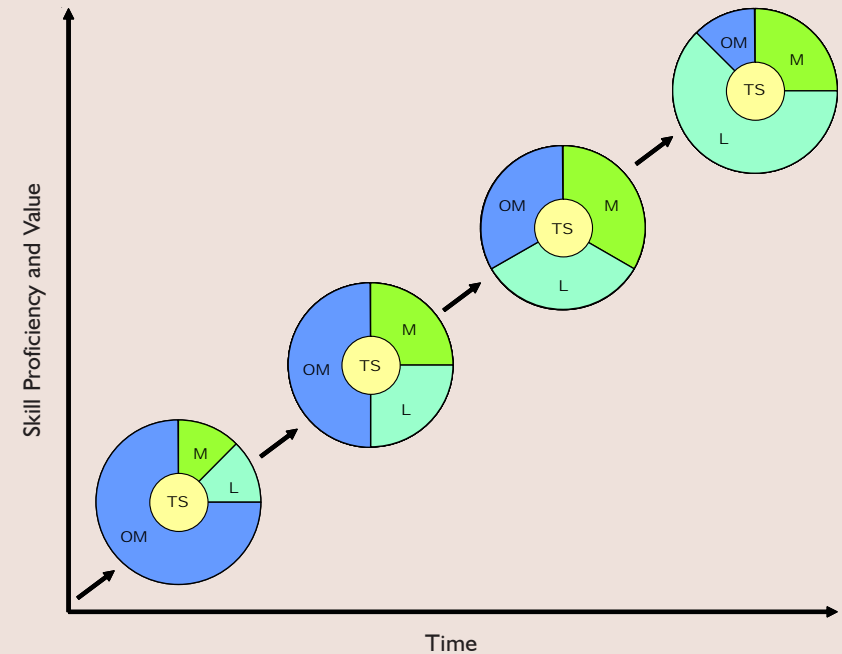


-  Leadership
-  Management
-  Team Skills
-  Occupational Mastery



As an example, at the entry level position, the focus is on building and mastering technical skills and knowledge. The model would reflect the higher proportion of technical skills development. As individuals advance to the next level, they will be expected to learn and demonstrate increased leadership, management, and team skills in performing and executing projects, and to ensure technical proficiency. At the journeyman level, staff are expected to be proportionally developed and performing the full range of leadership, management, and team skills, as well as be technically proficient in one's area of specialization. In other words, one will not reach the journeyman level in one's discipline framework (grades and steps), unless the appropriate leadership, management, and team skills are developed.

Under the Network Talent Model, employees become more valuable based on their demonstrated ability to contribute to the mission of the organization. Value is not based on time in grade or years of service. Also, value to the organization usually comes with increased value to oneself—life skills and employability. To be successful in this type of organization, staff need to continually develop and acquire the skills associated with leadership, management, and teams. This kind of developmental plan requires a collaborative work environment and aligned workforce systems.



# Leadership - Entry Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Association of Government Accountants	Professional Development Conference & Exposition	3.5 Days	Information on emerging trends. Best practices. Tools to become more proficient/latest technical advances in financial management.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Leading People</li> </ul>	\$775.00 - \$1,074.00
Association of Government Accountants	Making Ethical Decisions	N/A	Fleshed out five criteria for resolving moral issues in business and everyday situations. At the end, you'll have a framework to help make well-informed, thoughtful, defensible, good moral decisions in a wide range of circumstances.	<ul style="list-style-type: none"> <li>■ Integrity</li> <li>■ Decisiveness</li> <li>■ Leading People</li> </ul>	\$120.00 Web-based
Association of Government Accountants	Moral Leadership & Character Development	N/A	Enhance understanding of: Moral Character; Character Development; Measuring and Predicting Honesty; Moral Leadership; and Developing Morality in Organizations.	<ul style="list-style-type: none"> <li>■ Integrity</li> <li>■ Leading People</li> </ul>	\$75.00 Web-based
Institute of Internal Auditors	International Conference	2 Days	Best Practices and cutting-edge technology. 10 Tracks: Current audit Management Issues; Critical Skills for Professional Growth; Challenges in Corporate Governance.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Leading People</li> <li>■ Customer Service</li> <li>■ Project Management</li> <li>■ Accountability</li> </ul>	\$1,200.00
USDA Graduate School	Ethical Decision Making for Auditors	1 Day	How to recognize, analyze and resolve ethical dilemmas.	<ul style="list-style-type: none"> <li>■ Integrity</li> </ul>	Contract for Course
OPM's Management Development Centers	Leadership Potential Seminar: A Personal Perspective	2 Weeks	Participants discover and practice the skills and insights that foster effective leadership. Increased awareness of self and others; skills in effective communication and feedback; learn to lead others without relying on traditional authority and learn and practice leadership skills in influencing, negotiating, goal setting and problem solving.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Creativity</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Team Development</li> <li>■ Team Problem Solving</li> </ul>	\$4,300.00 (includes tuition, materials, meals & lodging)
OPM's Management Development Centers	Emotional Intelligence as a Leadership Skill	1 Week	Proper understanding and use of emotions in helping workers become more effective and better communicators.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Integrity</li> <li>■ Team Building</li> </ul>	\$3,300.00
OPM's Management Development Centers	Strategic Leadership: Building Performance Based Organizations	1 Week	Focuses on organizational systems and structures necessary to create high performance.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Continual Learning</li> <li>■ Entrepreneurship</li> <li>■ Financial Management</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Strategic Thinking</li> <li>■ Vision</li> </ul>	\$3,300.00

# Leadership - Intermediate Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
USDA Graduate School	Preparing and Delivering Congressional Testimony	1 Day	Understanding the dynamics of congressional hearings (preparing and delivering testimony before congressional committees).	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Political Skills</li> </ul>	\$525.00
Brookings Institution	Advanced Legislative Strategies	3 Days	An in-depth comprehension of legislative and lobbying strategies. Specific strategies and tactics you can use to achieve results. Knowledge of when to engage in the legislative process for maximum effectiveness. Exposure to leaders in the field.	<ul style="list-style-type: none"> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$1,550.00
Brookings Institution	Inside Washington: Business and Public Policy	3 Days	Understanding of how the public policy process works. Strategies that government executives can use to operate more effectively in the political environment. Access to current policy officials and the places where public policy is made Understanding of legislative and regulatory processes. Insight on current and emerging policy issues. Understanding of how public policy is influenced by external factors.	<ul style="list-style-type: none"> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$2,400.00
Brookings Institution	Innovative Business Practices	5 Days	Strategies to increase your own agency's efficiency and effectiveness. New ways of looking at - and solving old problems. Discuss key management issues with private sector experts. A fresh perspective on relevant private sector practices. A wealth of organizational, management, and leadership ideas and lessons learned to guide you in your own efforts.	<ul style="list-style-type: none"> <li>■ Strategic Thinking</li> <li>■ Entrepreneurship/Business Practices</li> </ul>	\$3,425.00 (excluding lodging, and \$4,275.00 with lodging)
Brookings Institution	Innovative Business Practices	4 Days	In-depth examination of successful and innovative government programs. Opportunity to work on current problems facing participants and their agencies. Insight into technological, organizational and political changes facing public sector managers. Meet and learn from influential government leaders.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> </ul>	\$3,425.00
The Council for Excellence in Government	Excellence in Government Fellows	21 Contact Days / Year-Long Program	Program is designed to give Fellows strategic tools, as well as, opportunities to exercise results-oriented leadership under the guidance of highly skilled and experienced professionals. The ultimate on-the-job development for leaders in government.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Results Orientation</li> <li>■ Leading People</li> <li>■ Entrepreneurship/ Business Practices</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$9,400.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
The Performance Institute	Leading Organizational Change	2 Days	Manage change and human transitions to significant change. Specially: Understand the process of organizational change, role of the leader and implementation team, plan and align change strategy with organizational change, assess internal and external resistance.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Systems Thinking</li> </ul>	\$1,095.00
The Performance Institute	Leadership Strategies in the Public Sector	2 Days	Introduction to OPM's Executive Core Leadership Qualifications, Self-Assessment, Development of an Individual Development Plan, Application to Organizational Mission and Conflict Resolution.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Resilience</li> <li>■ Leading People</li> <li>■ Strategic Thinking</li> <li>■ Results Orientation</li> </ul>	\$1,095.00
USDA Graduate School	The New Congress	3 Hours	Learn how changes in congressional leadership and shifts in the legislative and political agenda impact future congressional and presidential races.	<ul style="list-style-type: none"> <li>■ Political Skills</li> </ul>	\$225.00
USDA Graduate School	Introduction to Organizational Learning	3 Days	Core competencies required for building learning organizations.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Systems Thinking</li> <li>■ Team Development</li> </ul>	\$1,845.00
USDA Graduate School	Systems Thinking	2 Days	Developing systems thinking skills.	<ul style="list-style-type: none"> <li>■ Systems Thinking</li> <li>■ Team Development</li> <li>■ Leading People</li> </ul>	\$945.00
USDA Graduate School	Emotionally Intelligent Leaders	2 Days	Assess, develop and apply their own emotional intelligence and learn how to cultivate emotional intelligence in their organization (relationship management).	<ul style="list-style-type: none"> <li>■ Human Capital</li> <li>■ Leading People</li> </ul>	\$945.00
Brookings Institution	The Leadership Lab	1 Week	Provides a clearer understanding of your roles as a government leader and techniques for successful leadership.	<ul style="list-style-type: none"> <li>■ Constitution</li> <li>■ Leading People</li> </ul>	\$3,475.00
Brookings Institution	Governing in the 21st Century: Networks and Coalitions	2.5 Days	Provides a conceptual understanding of internal and external networks and pointers for the practical techniques needed to manage them effectively.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Political Skills</li> </ul>	\$1,875.00
Brookings Institution	Leading with Integrity: Ethics-in-Action	2.5 Days	Explores the value of experience, reflection and conceptualization in decision-making and suggests ways of developing cognitive and practical abilities to enable the application of ideals.	<ul style="list-style-type: none"> <li>■ Strategic Thinking</li> <li>■ Decisiveness</li> <li>■ Integrity</li> </ul>	\$2,475.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Brookings Institution	Growing Leaders: The Future of Public Service	3 Days	Approaches needed to create and sustain a vibrant and robust public service for future generations.	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Entrepreneurship/Business Practices</li> </ul>	\$1,875.00
OPM's Management Development Centers	Executive Development Seminar: Leading Change	2 Weeks	Leading change from a high level—involving structure, strategy, and policy. Participants design/redesign an agency, select mission-critical goals and complete a results-oriented strategic plan that is aligned with the President's Management Agenda (PMA).	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Decisiveness</li> <li>■ Integrity</li> <li>■ Political Skills</li> <li>■ Strategic Thinking</li> <li>■ Vision</li> </ul>	\$4,300.00
OPM's Management Development Centers	Leadership Workshop	1 Week	Develop and hone key crisis leadership skills. Learn how to identify a crisis, how to assess biases in high-pressure situations, how to manage overwhelming amounts of information and organize for effective decisions.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Decisiveness</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Integrity</li> <li>■ Resilience</li> <li>■ Strategic Thinking</li> <li>■ Team Development</li> </ul>	\$2,900.00
OPM's Management Development Centers	Facilitative Leadership	1 Week	Art and practice of engaging the organization and its individuals to optimize contributions, enhance performance and reach mutually beneficial outcomes.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Resilience</li> <li>■ Team Development</li> <li>■ Decisiveness</li> <li>■ Human Resources Management</li> </ul>	\$3,300.00
OPM's Management Development Centers	Mission to the S.T.A.R.S.: Leadership for Critical Times	2 Days	Program focuses on seven competencies that impact leadership during critical times.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Decisiveness</li> <li>■ Team Development</li> <li>■ Human Capital</li> <li>■ Resilience</li> </ul>	\$2,250.00
OPM's Management Development Centers	Strategic Leadership: Leading Culture Change	1 Week	Second in series provides tools and strategies to lead an effective organizational change that results in increased performance. Includes assessment of current culture, understand the leadership role in change process and develop skills to lead organization to high performance.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Entrepreneurship/Business Practices</li> <li>■ Financial Management</li> <li>■ Human Capital</li> <li>■ Strategic Thinking</li> <li>■ Vision</li> </ul>	\$3,300.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Leadership Skills and Techniques	3 Days	Leadership theories and models. Important qualities and behaviors of effective leaders. Understand and apply influence strategies. Development of a vision and inspire commitment to the vision. Build and sustain an HPO organization.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Integrity</li> <li>■ Strategic Thinking</li> <li>■ Leading People</li> </ul>	\$595.00
Management Concepts	Leading and Managing Change	2 Days	How to improve your ability to initiate and manage change.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Strategic Thinking</li> </ul>	\$495.00
Association of Government Accountants	National Leadership Conference	2 Days	Information on emerging trends. Best Practices. Tools to become more proficient/latest technical advances in financial management.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Leading People</li> </ul>	\$475.00 - \$774.00
Institute of Internal Auditors	Development for Chief Audit Executives	3 Days	Manage client relationships and expectations. Communicate risk models, governance, and audit process. Advance audit competencies to meet client needs and expectations.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> </ul>	\$3,325.00
Brookings Institution	Preparing to Lead	5 Days	To encourage new managers to become self-aware, while gaining a broad understanding of managing in government and an appreciation of the distinctiveness of public service.	<ul style="list-style-type: none"> <li>■ Leading People</li> </ul>	\$2,275.00
Brookings Institution	Communicating for Success: Strategies and Skills	2.5 Days	Demonstrates the value and importance of effective communication strategies, exploring the techniques needed to appeal to different constituencies and to manage a news agenda.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$1,875.00
OPM's Management Development Centers	Supervisory Leadership Seminar: Learning to Lead	2 Weeks	Provides basic administrative, human resources management and leadership knowledge and skills. Participants will understand the hiring process; develop skills in giving and receiving feedback; and recognizing and resolving conflict.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Conflict Resolution</li> <li>■ Continual Learning</li> <li>■ Human Capital</li> <li>■ Team Problem Solving</li> <li>■ Team Development</li> </ul>	\$4,300.00
OPM's Management Development Centers	Executive Supervisory Skills	1 Week	Provide new high-level supervisors basic supervisory skills.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Human Capital</li> <li>■ Leading People</li> </ul>	\$2,900.00
Management Concepts	Negotiation Skills	2 Days	The ability to effectively negotiate with internal and external stakeholders.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$495.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Leadership and Management Skills for Non-Managers	3 Days	Effective communication and conflict management techniques to improve results. Problem-solving and decision making skills to accomplish tasks. Manage day-to-day challenges of leading a team. Create and implement change in your organization.	<ul style="list-style-type: none"> <li>■ Results Orientation</li> <li>■ Leading People</li> <li>■ Decisiveness</li> <li>■ Team Development</li> <li>■ Conflict Resolution</li> </ul>	\$595.00
Institute of Internal Auditors	Professional Development for Chief Audit Executives	3 Days	How to build a world-class audit team. Contemporary approach to control. Help 'management' meet organizational goals and objectives.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> </ul>	\$3,325.00
Institute of Internal Auditors	Leadership Skills for Auditors	4.5 Days	Understanding of leadership responsibilities. Create and maintain an efficient, effective and motivated team. Understanding human behavior and focusing on the needs of the individual and team. Communication skills with team and customers.	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Team Development</li> </ul>	\$1,295.00 (Non-member price) \$1,170.00 (Member price)

# Leadership - Advanced Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Brookings Institution	Executive Leadership in a Changing Environment	5 Days	Provides insight into the skills needed to lead public organizations in a complex environment.	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$4,475.00
OPM's Management Development Centers	Executive Communication Workshop	1 Week	Highly interactive: Skills in communicating messages plainly and concisely to external audiences, dealing with the media and writing clearly for outside audiences.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Globalization and Culture Awareness</li> </ul>	\$4,100.00
OPM's Management Development Centers	Contemporary Leadership Issues: <i>What Government Needs to Know</i>	3 Days	Updates on what is relevant and at the cutting edge in government management and organizational leadership. Features a discussion with an author of a current leadership text.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Continual Learning</li> <li>■ Strategic Thinking</li> <li>■ Vision</li> <li>■ Customer Service</li> <li>■ Political Skills</li> </ul>	\$2,100.00
Federal Executive Institute	PCIE Leader Development Academy	11 Days	Focus on improving the performance of OIGs and our client organizations through personal leadership development, understanding of high performance organizational theory, expanding creativity, improving thinking processes and decision making, emotional intelligence, diversity, and globalization.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Leading People</li> <li>■ Strategic Thinking</li> <li>■ Systems Thinking</li> <li>■ Entrepreneurship/Business Practices</li> <li>■ Globalization and Cultural Awareness</li> <li>■ Creativity</li> </ul>	\$5,995.00
Federal Executive Institute	Leadership for a Democratic Society	4 Weeks Applied Learning (with 3 "Home" Weeks)	Assist agencies in the development of their career executive corps by linking individual development to improved agency performance. The theme of the program reflects a common culture: personal leadership; organizational transformation; policy; and global perspectives. These components support an emphasis on the constitutional framework.	<ul style="list-style-type: none"> <li>■ Constitution</li> <li>■ Globalization and Cultural Awareness</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Strategic Thinking</li> <li>■ Political Skills</li> </ul>	\$12,800.00 or \$13,350.00 for Applied Learning Program
Federal Executive Institute	Building a Great Place for People to Work: <i>A Blueprint for Successful Human Capital Leadership</i>	3 Days	Launch and implement succession and leadership development strategy. Developing climate of learning so staff produce excellent results. Interact with leaders who successfully retooled their workforce and recruits who recently chose public service as a career. Build framework for healthy and successful organization.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Leading People</li> <li>■ Strategic Thinking</li> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ External Awareness</li> <li>■ Entrepreneurship/Business Practices</li> </ul>	\$2,155.00



Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Federal Executive Institute	Building High Performance Organizations for the 21st Century: <i>Understanding the Theory and Practice of Organizational Change</i>	3 Days	Paradigm shift to move from good to high performance. Leadership as the primary lever to begin the process of positive organizational change. Developing and articulating a shared vision for the organization. Central role of a set of commonly held organizational values.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Entrepreneurship/Business Practices</li> <li>■ Resilience</li> <li>■ Vision</li> <li>■ Strategic Thinking</li> </ul>	\$2,295.00
Harvard University JFK School	Driving Government Performance: <i>Leadership Strategies that Produce Results</i>	5 Days	To introduce a number of explicit strategies that executives can use in a variety of complex circumstances to establish the specific performance improvements that are required (GPRA) and then implement these strategies.	<ul style="list-style-type: none"> <li>■ Results Orientation</li> <li>■ Leading People</li> </ul>	\$5,200.00
Harvard University JFK School	Leadership for the 21st Century: <i>Chaos, Conflict, and Courage</i>	5 Days	Key element of the program is the focus on the participants' own cases, presenting dilemmas, unexpected outcomes and difficult choices that have arisen to of their experiences.	<ul style="list-style-type: none"> <li>■ Results Orientation</li> <li>■ Leading People</li> <li>■ Continual Learning</li> </ul>	\$5,100.00
Harvard University JFK School	Senior Executive Fellows	4 Weeks	Program focuses on skills associated with OPM's Executive Core Qualifications (ECQs) that provide practical effective tools that: identify and analyze challenges and opportunities facing organizations, and master them politically and technically. Develop strategic plans of actions using communication, negotiation and coalition-building skills manage the tension between long-term-policy goals and short-term political pressures; create an organizational environment that is responsive to change, but also true to its purpose.	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Strategic Thinking</li> </ul>	\$14,200.00
Harvard University JFK School	Senior Managers in Government	15 Days	Provides managers with the cutting-edge skills needed for their continued success by enhancing the core leadership skills needed to direct organizations with governmental concerns.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Results Orientation</li> <li>■ Leading People</li> </ul>	\$11,300.00
Harvard University JFK School	Protecting Public Programs: <i>Managing Risk, Preventing Corruption and Promoting Organizational Integrity</i>	5 Days	The design and operation of organizational integrity programs and corruption control from outside the organization.	<ul style="list-style-type: none"> <li>■ Integrity</li> </ul>	\$5,200.00
USDA Graduate School	Washington Executive Seminar	10 Days	ECQs of Leading Change and Building Coalitions/Communication.	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$3,345.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Brookings Institution	Inside Congress: Understanding the Legislative Process	5 Days	Understanding Congress — ways to impact congressional policymakers, strategies for interacting with Congress, and current issues affecting Congress today.	<ul style="list-style-type: none"> <li>■ Political Skills</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$1,750.00
OPM's Management Development Centers	Executive Assessment Program	1 Week	Executives evaluate their current effectiveness as organizational leaders and develop a plan for improvement.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Creativity</li> <li>■ Decisiveness</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Strategic Thinking</li> <li>■ Team Development</li> </ul>	\$4,800.00
Management Concepts	Stakeholder Impact	3 Days	Develop interpersonal skills for promoting stakeholder involvement and cooperation; use a model that can be applied to a crisis situation; and provide an opportunity to conduct a negotiation and evaluate the use of power.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Customer Service</li> </ul>	\$695.00
USDA Graduate School	Advanced Executive Media Skills	1 Day	Leadership skills and professional impact through the use of advanced communication skills. (Media, messaging, and presentation training. Participants will work toward improving their formal and informal communications regarding policy and programs with various target audiences, including legislators, the media, and professional staff.)	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> </ul>	Contact for Pricing
USDA Graduate School	Congressional Operations Workshop	5 Days	Comprehensive review of Congress, the legislative process and its culture.	<ul style="list-style-type: none"> <li>■ Political Skills</li> </ul>	\$1,125.00

# Management - Entry Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
USDA Graduate School	Congressional Budget and Appropriations Process	1 Day	Understand the federal budgets and appropriations process (performance based budgeting).	<ul style="list-style-type: none"> <li>■ Financial Management</li> </ul>	\$525.00
Management Concepts	Project Management Essentials	8 Weeks	Fundamental concepts of project management. Role of the project manager. Assess and identify project requirements. Organize effective teams. Microsoft 2000 to manage project data. Basic tools and techniques. Project evaluation and project close-out.	<ul style="list-style-type: none"> <li>■ Project Management</li> </ul>	\$1,050.00 Asynchronous Web-based
Association of Government Accountants	Human Resources Challenges in a Changing Accounting World	2 Hours	Examine the you think and behave and you make decisions (identify the link between accountants and humans; assess values and bring heads and hearts together).	<ul style="list-style-type: none"> <li>■ Human Capital</li> </ul>	Audio Conference \$249.00 per phone line, unlimited attendance
Institute of Internal Auditors	Managing Change	N/A	Managing change at the individual, managerial and organizational levels. Including: forces shaping change; models of change processes; overcoming resistance to change; developing skills in change management, etc.	<ul style="list-style-type: none"> <li>■ Leading People</li> </ul>	\$79.96 Web-based
OPM's Management Development Centers	Project Management Principles	1 Week	Basic principles, tools and techniques used in managing projects, as well as the role of the project manager.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Team Problem Solving</li> <li>■ Strategic Thinking</li> <li>■ Team Development</li> </ul>	\$3,600.00

# Management Intermediate Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
USDA Graduate School	Negotiation and Conflict Resolution Skills for Auditors	2 Days	Essential techniques facilitating audit work and getting agreement and action on recommendations.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Communication</li> <li>■ Conflict Resolution</li> </ul>	Contract for Course
OPM's Management Development Centers	Seminar for New Managers: <i>Leading People</i>	2 Weeks	Essential leadership competencies necessary for transition from line supervisor into management. Current info on leadership theory and practice is applied to participants' real organization problems.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Continual Learning</li> <li>■ Human Capital</li> </ul>	\$4,300.00
The Performance Institute	Project Management for Government	2 Days	Overview of Project Management Mandates and Methodologies including: Earned Value Management, Spiral Management, Life-Cycle Management, Government Project Assessment Window, and Effective Communications strategies.	<ul style="list-style-type: none"> <li>■ Project Management</li> </ul>	\$1,095.00
The Performance Institute	Strategic Planning	2 Days	Overview of Strategic Planning Mandates and Trends including GPRA, PMA AND PART. Introduction into the Strategic Planning Framework, LOGIC Model, Readiness Assessment and Performance Measurement.	<ul style="list-style-type: none"> <li>■ Strategic Thinking</li> <li>■ Vision</li> <li>■ Leading People</li> <li>■ Human Capital</li> </ul>	\$1,095.00
The Performance Institute	Diversity Management	2 Days	Overview of Diversity Management Laws, trends and programs, Integrate Diversity within a Human Capital Program, Develop Successful Recruitment and Retention Programs and Measure Success.	<ul style="list-style-type: none"> <li>■ Human Capital</li> </ul>	\$1,095.00
The Performance Institute	Succession Planning	2 Days	Apply the "Logic Model" to Succession Planning. Apply the organization's long-term goals and objectives. Identify the workforce's developmental needs. Determine workforce trends and predictions. Establish core competencies for critical positions. Develop Individual Development Plans. Develop Communication Strategies.	<ul style="list-style-type: none"> <li>■ Human Capital</li> </ul>	\$1,095.00
The Performance Institute	Employee Performance Evaluations and Management	2 Days	Identify employee performance evaluation mandates and trends. Gain leadership and stakeholder involvement. Align performance plans to agency strategic plan and mission. Define employee performance standards. Monitor and review employee performance. Improve employee performance. Rate and conduct employee performance reviews. Reward, counsel and correct performance.	<ul style="list-style-type: none"> <li>■ Human Capital</li> <li>■ Leading People</li> </ul>	\$1,095.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
The Performance Institute	Developing and Using Performance Standards	2 Days	Updates on performance measure mandates and guidelines. Develop a performance management system in government to drive results. Outcome measures: define measures using the logic model. Strategy measures: develop “intermediate outcome” performance measures linked to program strategy. Output measures: develop performance measures that are aligned to organizational goals and strategies.	<ul style="list-style-type: none"> <li>■ Human Capital</li> </ul>	\$1,095.00
The Performance Institute	Performance Based Budgeting	2 Days	Effective Performance Information in Government. PART, GPRA, and PMA Overview of PART expectations. Ten-step process to integrate performance and budget information. Calculate and correlate program costs by using performance framework.	<ul style="list-style-type: none"> <li>■ Financial Management</li> <li>■ Results Orientation</li> <li>■ Strategic Thinking</li> </ul>	\$1,095.00
The Performance Institute	Strategic Human Capital Planning	2 Days	Managing senior leadership and stakeholder involvement. Mission alignment: clarifying mission, goals and strategies of the organization. HR alignment: identifying the role HR plays in achieving program goals. Workforce assessment: building your skills inventory. Workforce development strategies: training, development, recruitment and succession planning. Performance management strategies: creating an employee performance management system. HR performance measures: establishing performance measures for HR functions. Workforce assessment and analysis. Succession planning and SES development.	<ul style="list-style-type: none"> <li>■ Human Capital</li> </ul>	\$1,095.00
USDA Graduate School	Working with Congressional Staff	3 Hours	Deal effectively with congressional staffs.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Political Skills</li> </ul>	\$275.00
USDA Graduate School	President’s Budget	3 Hours	Comprehensive analysis of the budget and process (budget development and justification).	<ul style="list-style-type: none"> <li>■ Financial Management</li> </ul>	\$275.00
Brookings Institution	Managing in a Political Environment: <i>Policy Entrepreneurship</i>	2.5 Days	Helps public managers better understand the policy making process and develop strategies for effective interaction with political institutions. Primarily for those without formal training in public affairs or administration.	<ul style="list-style-type: none"> <li>■ Political Skills</li> <li>■ Strategic Thinking</li> <li>■ Constitution</li> </ul>	\$1,875.00
Brookings Institution	Achieving Peak Performance: <i>Benefits of Civil Service Reform</i>	2.5 Days	Developed in response to the Federal Workplace Flexibility Act of 2004, provides ways to improve employee performance and productivity through mentoring and other development techniques.	<ul style="list-style-type: none"> <li>■ Human Capital</li> <li>■ Coaching</li> </ul>	\$1,875.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Brookings Institution	Managing the Federal Employee Discipline and Performance Process	2 Days	More confidence in your job and better reactions and planning due to a complete and clear overview of federal personnel employment law. How to manage the discipline and performance process. Opportunity to interact with and ask questions of an expert into he filed and to establish a dialogue with peers who are going through similar issues.	<ul style="list-style-type: none"> <li>■ Human Capital</li> <li>■ Leading People</li> </ul>	\$1,100.00
OPM's Management Development Centers	Management Development Seminar: <i>Leading Organizations</i>	2 Weeks	New approaches, techniques and processes in the world of dynamic thinking, creativity and innovative results-producing performance.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Creativity</li> <li>■ Entrepreneurship</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Team Development</li> </ul>	\$4,300.00
OPM's Management Development Centers	Management Assessment Program	1 Week	Participants are evaluated in leadership and personal competency areas and coaching is provided to help build individual development plans. Developing new strategies to improve personal performance in order to have greater impact on organizational effectiveness and success.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Creativity</li> <li>■ Decisiveness</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$4,800.00
Potomac Forum, Ltd.	Earned Value Management (EVM)	2 Days	To ensure a full understanding of how to implement EVM and to interpret EVM data and graphs.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Financial Management</li> <li>■ Technology Management</li> <li>■ Project Management</li> </ul>	\$1,045.00 credit card \$1,095.00 invoice/ training form
Management Concepts	Management Skills and Techniques	2 Days	To develop and/or refine management skills for improved job performance.	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Coasching</li> <li>■ Leading People</li> <li>■ Results Oriented</li> <li>■ Strategic Thinking</li> <li>■ Accountability</li> </ul>	\$595.00
Management Concepts	Customer Service Skills and Techniques	2 Days	Identify internal/external customers. Benefits of having a customer focus. Communication skills in service encounters. Handle challenging customers using proven techniques.	<ul style="list-style-type: none"> <li>■ Customer Service</li> </ul>	\$495.00
Management Concepts	Process Improvement Techniques	3 Days	Develop or refine appropriate tools for process analysis and improvement in support of performance improvement initiatives.	<ul style="list-style-type: none"> <li>■ Systems Thinking</li> </ul>	\$595.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Program Financial Management	3 Days	Course provides knowledge of the lengthy and frequently complex federal financial management process to help the participant to use it to achieve maximum program results and safeguard program assets.	<ul style="list-style-type: none"> <li>■ Financial Management</li> <li>■ Results Orientation</li> <li>■ Accountability</li> </ul>	\$695.00
Management Concepts	Project Management Principles	3 Days	A comprehensive foundation course teaching the knowledge, tools, techniques, and best practices to successfully manage a project from initiation to final closeout.	<ul style="list-style-type: none"> <li>■ Project Management</li> </ul>	\$1,095.00
Management Concepts	Project Risk Management	3 Days	Prepare a risk management plan. Multiple techniques to identify and document risks. Expected value, probability and distribution into the risk analysis. Determine and implement risk response strategies. Communicate risks effectively to all stakeholders.	<ul style="list-style-type: none"> <li>■ Project Management</li> </ul>	\$1,095.00
Management Concepts	Managing Multiple Projects and Geographically Dispersed Projects (Learn to Juggle Multiple Projects)	3 Days	Learn to effectively manage conflicting priorities and limited resources inherent to all projects. Tools and techniques that help address these challenges and work effectively with multiple projects in geographically dispersed environments. Develop skills and knowledge to manage culturally diverse teams.	<ul style="list-style-type: none"> <li>■ Project Management</li> <li>■ Team Development</li> <li>■ Human Capital</li> <li>■ Conflict Resolution</li> </ul>	\$1,095.00
Management Concepts	Effective Supervision	3 Days	Develop and sharpen supervisory skills and create a high-performance organization.	<ul style="list-style-type: none"> <li>■ Team Skills</li> <li>■ Human Capital</li> </ul>	\$595.00
Management Concepts	Strategic Planning and Performance Measurement	2 Days	Measuring, reporting, and improving organizational, program or work unit performance.	<ul style="list-style-type: none"> <li>■ Customer Service</li> <li>■ Accountability</li> <li>■ Results Orientation</li> <li>■ Strategic Thinking</li> </ul>	\$495.00
Association of Government Accountants	What Keeps a CFO Up At Night	2 Hours	How to balance and manage relationships with political leadership. How to motivate non-performers. How to effect a lasting legacy.	<ul style="list-style-type: none"> <li>■ Political Skills</li> <li>■ Human Capital</li> <li>■ Leading People</li> </ul>	Audio Conference \$249.00 per phone line, unlimited attendance
Institute of Internal Auditors	The Challenges of Ethical Leadership	N/A	Challenges financial managers to exemplify ethical leadership by aligning their behavior with their rhetoric.	<ul style="list-style-type: none"> <li>■ Integrity</li> </ul>	\$44.99 Web-based

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
OPM's Management Development Centers	Developing Customer-Focused Organizations: <i>Achieving Excellence in Customer Service</i>	1 Week	Special knowledge and skills needed to provided services more efficiently to customers and inspire customer-responsive behavior.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Creativity</li> <li>■ Customer Service</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Strategic Thinking</li> </ul>	\$2,900.00
OPM's Management Development Centers	Optimizing Project Performance: <i>Using Analytical Project Management Tools</i>	5 Days	Use of project management analytical tools to effectively support project trade-off decisions. Also, learn how to communicate complex information to improve effectiveness.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Problem Solving</li> <li>■ Strategic Thinking</li> <li>■ Team Building</li> </ul>	\$3,600.00



# Management: Advanced Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Inspector General Management Institute	Applied Management Studies	2 Weeks	Affordable, practical training targeted at the needs of the Inspector General community (specific learning objectives are set for each training module).	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Human Capital</li> <li>■ Financial Management</li> <li>■ Project Management</li> </ul>	\$2,000.00
Management Concepts	Advanced Techniques for Enterprise Project Management	3 Days	Link projects to business strategy. Build a business case and plan. Establish measurement process. Manage Project Managers effectively. Use the critical chain project management methodology. Create and maintain an environ of success.	<ul style="list-style-type: none"> <li>■ Project Management</li> </ul>	\$1,095.00
OPM's Management Development Centers	Leading Successful Projects: <i>Putting Principles into Action</i>	1 Week	New and innovative ways of leading projects to successful completion. Techniques for planning, organizing, and implementing complex projects, including aligning projects with strategic direction of organizations that provide clear measurable results.	<ul style="list-style-type: none"> <li>■ Accountability</li> <li>■ Strategic Thinking</li> <li>■ Team Development</li> </ul>	\$3,600.00
OPM's Management Development Centers	Leadership Assessment Program	1 Week	Broad range of Leadership competencies, as assessment specialists assist participants in identifying strengths, opportunities for improvement, and areas for continued learning.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Continual Learning</li> <li>■ Creativity</li> <li>■ Decisiveness</li> </ul>	\$4,800.00
OPM's Management Development Centers	Lessons from the New Workplace: <i>Leading Through Change and Chaos</i>	1 Week	Development of additional skills needed to lead in 21st century: hierarchical vs. inclusive leadership; learning organization; work within a living system that is constantly changing and evolving.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Integrity</li> </ul>	\$2,900.00

# Team Skills - Entry Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
USDA Graduate School	Teambuilding for Audit Organizations	3 Days	Learn what constitutes teamwork and how it can lead to higher quality audits.	<ul style="list-style-type: none"> <li>■ Team Development</li> <li>■ Conflict Resolution</li> <li>■ Leading People</li> </ul>	Contract for Course
USDA Graduate School	Team-Developed Audit Reports	5 Days	Team audits and the report development process (practice teambuilding skills for the audit and report development process).	<ul style="list-style-type: none"> <li>■ Group Facilitation</li> </ul>	Contract for Course
USDA Graduate School	Creative Problem Solving	3 Days	Methods to overcome roadblocks to success and techniques and stimulating creative on-the-job solutions.	<ul style="list-style-type: none"> <li>■ Creativity</li> <li>■ Team Problem Solving</li> </ul>	\$675.00
USDA Graduate School	Time Management	2 Days	Practical techniques for managing time and increasing your professional and personal effectiveness.	<ul style="list-style-type: none"> <li>■ Time Management</li> </ul>	\$525.00
OPM's Management Development Centers	Conflict Resolution Skills	1 Week	Discussion of strategies that can transform difficult circumstances into win-win situations. Learn what motivates difficult people and ways to handle their behavior by using skillful questioning and active listening techniques.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Continual Learning</li> <li>■ Integrity</li> <li>■ Resilience</li> <li>■ Team Development</li> </ul>	\$3,300.00
OPM's Management Development Centers	Developing High-Performing Teams	1 Week	Latest techniques, assessment instruments, team leadership approaches and methods used in the development of high-performing teams as an organization wide strategy.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Continual Learning</li> <li>■ Team Development</li> <li>■ Vision</li> </ul>	\$3,300.00
IG Auditor Training Institute	Performance Management and Accountability Systems	2 Days	"Best Practice" criteria for developing and implementing government performance management and accountability systems.	<ul style="list-style-type: none"> <li>■ Entrepreneurship/Business Practices</li> <li>■ Accountability</li> <li>■ Results Orientation</li> </ul>	\$510.00
IG Auditor Training Institute	Ethics	1 Day	Ethical requirements expected by OIG auditors/evaluators in performing their duties.	<ul style="list-style-type: none"> <li>■ Integrity</li> </ul>	\$245.00
IG Auditor Training Institute	Teambuilding	2 Days	Emphasizes working in teams and understanding the team dynamics.	<ul style="list-style-type: none"> <li>■ Team Development</li> <li>■ Conflict Resolution</li> <li>■ Leading People</li> </ul>	\$450.00
Management Concepts	Mastering Organizational and People Issues on Projects	8 Weeks	Learn to build teams, provide leadership, resolve conflict, apply technical expertise and interface with organizational entities.	<ul style="list-style-type: none"> <li>■ Team Problem Solving</li> <li>■ Conflict Resolution</li> <li>■ Group Facilitation</li> <li>■ Team Development</li> <li>■ Customer Service</li> </ul>	\$1,050.00 Asynchronous Web-based

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
USDA Graduate School	Aspiring Leader Program	3 Months	Prepares GS 5-7 levels for positions as team leaders, supervisors and managers (oral and written communication, problem solving, leadership skills, interpersonal skills, self-direction, flexibility, customer service, decisiveness, technical competence).	<ul style="list-style-type: none"> <li>■ Team Skills</li> <li>■ Customer Service</li> </ul>	\$2,495.00
OPM's Management Development Centers	Leadership Foundations Seminar: <i>Fundamentals for Aspiring Leaders</i>	1 Week	Developmental needs of employees who desire a fundamental understanding of leadership.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Leading People</li> </ul>	\$2,900.00
OPM's Management Development Centers	Leadership Skills for Non-Supervisors and Non-Managers: <i>Lead Informally and Effectively</i>	1 Week	Non-supervisors who take on key leadership roles (project managers and technical specialists) develops informal leadership skills necessary to influence positive organizational success without positional authority.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Influencing/Negotiation with External Groups</li> </ul>	\$3,500.00

# Team Skills - Intermediate Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Leadership and Communication Skills for Project Managers: <i>Communicate Clearly and Lead More Effectively</i>	4 Days	Develop necessary skills to get maximum performance from the team; apply methods of leadership that are appropriate for achieving project success; and techniques for resolving conflict and personnel issues.	<ul style="list-style-type: none"> <li>■ Team Problem Solving</li> <li>■ Conflict Resolution</li> <li>■ Group Facilitation</li> <li>■ Team Development</li> <li>■ Coaching</li> </ul>	\$1,420.00
Institute of Internal Auditors	Creative Problem Solving Techniques for Auditors	1.5 Days	Dual nature of creative problem solving: creativity and logic. Strategies for jump-starting creative approaches to problems. Strategies and tools for logical problem solving. How to creatively solve problems with people who have different styles and preferences.	<ul style="list-style-type: none"> <li>■ Creativity</li> <li>■ Customer Service</li> <li>■ Leading People</li> </ul>	\$1,055.00
USDA Graduate School	Facilitation Strategies for Leaders	2 Days	Tools and techniques that will help you to mentor, sponsor and coach your employees to function as a team (team building skills, team leadership).	<ul style="list-style-type: none"> <li>■ Team Development</li> <li>■ Coaching</li> <li>■ Group Facilitation</li> </ul>	Contact for Pricing
IG Auditor Training Institute	The New Auditor In Charge	5 Days	The Role of the Auditor in Charge, Communication Skills for Interrelationships, Quality Control, Time Management (Motivating Employees, Establishing Good Customer Relationships, Priorities, Effective Report Editing and Techniques).	<ul style="list-style-type: none"> <li>■ Leading People</li> <li>■ Team Development</li> <li>■ Time Management</li> </ul>	\$840.00
IG Auditor Training Institute	Conferencing to Enhance the Audit Process	2 Days	Improve the audit process from beginning to end by involving all members of the audit team (using conferences during phases of an audit, preparing for the conference).	<ul style="list-style-type: none"> <li>■ Team Development</li> <li>■ Occupational Mastery</li> </ul>	\$450.00
IG Auditor Training Institute	Essential Skills and Techniques for Evaluators and Inspectors	4 Days	Chronological overview of the entire evaluation process and focuses on practical system for providing feedback to decision-makers.	<ul style="list-style-type: none"> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Results Orientation</li> </ul>	\$760.00
Management Concepts	Resolving Conflict	2 Days	How to effectively resolve conflict.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> </ul>	\$495.00
Management Concepts	Coaching Skills to Improve Employee Performance	2 Days	Improve employee performance through coaching. Define coaching and coaching process model. Demonstrate core coaching skills. Adapt coaching style to meet the needs of different individuals.	<ul style="list-style-type: none"> <li>■ Coaching</li> </ul>	\$495.00

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Building and Sustaining Teams	3 Days	How to build and sustain high-performing teams. Team charter and goals. Member roles and responsibilities. Communication and conflict management. Conduct and facilitate effective meetings. Measurement and tracking tools to enhance performance.	<ul style="list-style-type: none"> <li>■ Team Problem Solving</li> <li>■ Conflict Resolution</li> <li>■ Group Facilitation</li> <li>■ Team Development</li> <li>■ Coaching</li> <li>■ Accountability</li> </ul>	\$595.00
Management Concepts	Critical Thinking for Problem Solving	3 Days	Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.	<ul style="list-style-type: none"> <li>■ Systems Thinking</li> <li>■ Decisiveness</li> </ul>	\$595.00
Management Concepts	Creativity and Innovation	2 Days	Course is designed to increase effectiveness, approach problems from unique perspectives, realize new opportunities and develop creative solutions.	<ul style="list-style-type: none"> <li>■ Creativity</li> </ul>	\$495.00
Institute of Internal Auditors	Communication Skills for Effective Customer Service	N/A	Effective communication skills for customer service, including: importance of customer service; verbal and nonverbal communication techniques; listening techniques that contribute to customer service, etc.	<ul style="list-style-type: none"> <li>■ Customer Service</li> </ul>	\$99.95 Web-based
OPM's Management Development Centers	Team Building and Team Leadership: <i>Fostering Commitment Toward Common Goals</i>	1 Week	Fundamental team skills necessary to work effectively. Basic team processes and tools to foster commitment, increase trust, empower people and create synergy.	<ul style="list-style-type: none"> <li>■ Conflict Resolution</li> <li>■ Influencing/Negotiation with External Groups</li> <li>■ Team Problem Solving</li> <li>■ Resilience</li> <li>■ Team Development</li> <li>■ Vision</li> </ul>	\$2,900.00
Institute of Internal Auditors	Understanding the Process of Customer Decision-Making	N/A	Introduce the decision making process utilized by consumers. Identify the various factors that influence and interact with the consumer decision making process. Examine how the decision making process differs within organizations.	<ul style="list-style-type: none"> <li>■ Customer Service</li> </ul>	\$39.98 Web-based
OPM's Management Development Centers	Coaching and Mentoring for Excellence: <i>Maximizing Employee Development and Performance</i>	1 Week	Participants accurately assess their coaching styles and abilities and build new skills to employ. Also, understand relationship between coaching and leadership.	<ul style="list-style-type: none"> <li>■ Continual Learning</li> <li>■ Decisiveness</li> <li>■ Human Capital</li> <li>■ Team Development</li> </ul>	\$3,300.00

# Team Skills - Advanced Level

Vendor	Course Title	Length	Learning Objectives	Competencies Addressed	Cost
Management Concepts	Managing Time and Stress	2 Days	How to better manage time, handle workload and reduce stress levels at work and at home.	<ul style="list-style-type: none"> <li>■ Time Management</li> </ul>	\$495.00
Association of Government Accountants	Government Environment	400 Hours	How government is organized and structured. Legal aspects of government. What it means to be publicly accountable. Importance of ethics in government.	<ul style="list-style-type: none"> <li>■ Constitution</li> <li>■ Integrity</li> <li>■ Accountability</li> <li>■ Financial Management</li> </ul>	\$299.00 Web-based

# Inspector General Core Competencies

## Leadership

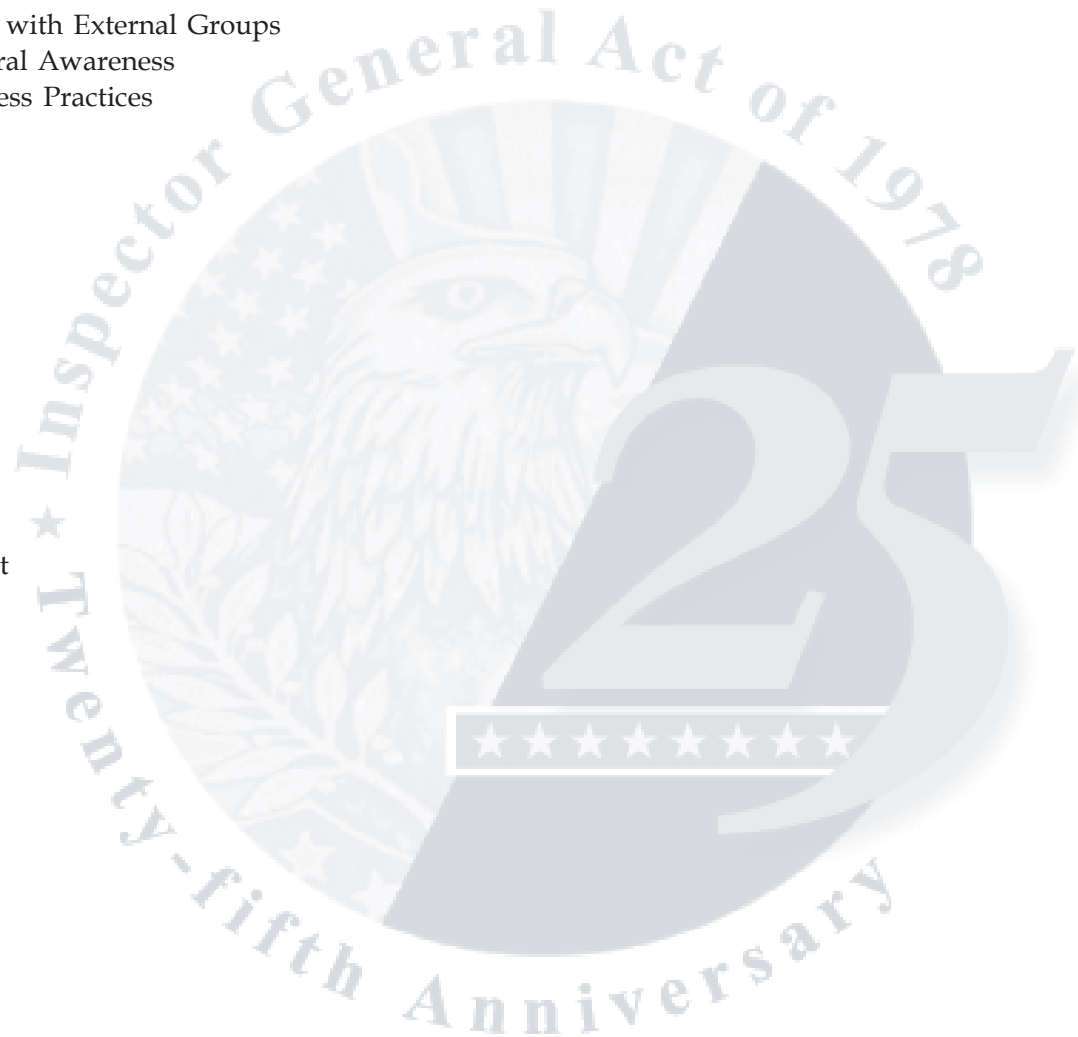
- Constitution
- Vision
- Political Skills
- Influencing/Negotiation with External Groups
- Globalization and Cultural Awareness
- Entrepreneurship/Business Practices
- Continual Learning
- Results Orientation
- Resilience
- Leading People
- Integrity

## Management

- Stewardship
- Accountability
- Customer Service
- Financial Management
- Human Capital
- Technology Management
- Project Management
- Decisiveness
- Strategic Thinking
- Systems Thinking

## Team Skills

- Creativity
- Team Problem Solving
- Coaching
- Conflict Resolution
- Integration
- Time Management
- Group Facilitation
- Team Development



# Qualitative Narrative Summary of Vendors

## USDA GRADUATE SCHOOL

Some of the courses are accredited by the American Council on Education. Students can apply credits earned in Graduate School courses to degrees at partner schools. Some courses meet CPE and CEU requirements. The school is registered with the National Association of State Boards of Accountancy. The average class size is 25. Instructors are selected based on education and years of experience, including subject matter expertise. A USDA Graduate School faculty relations group monitors instructors.

## BROOKINGS INSTITUTION

Courses are not accredited. Brookings is looking into the certification of some programs for continuing education requirements. Class participants may submit class information on their own for certification. Brookings will assist in this. The average class size is 30. Most instructors have PhDs or Masters. They have facilitators for each course, with guest speakers who are experts in their fields.

## FEDERAL EXECUTIVE INSTITUTE

Several courses are accredited by the American Council on Education. None are specifically credited to meet continuing education requirements or college accreditation. Class participants may submit class information for accreditation on their own. Classes include both large and small groups, with large groups up to 70 and small, individual groups averaging 12 – 15. While they have no set credentialing or certification process for instructors, instructors on staff have PhDs, while most adjuncts have Masters. They also use consultants, experienced in their field. Instructors submit an application to teach during the OPM-required bid cycle. This application is reviewed and rated by a panel.

## INSTITUTE OF INTERNAL AUDITORS

Courses are accredited by the National Association of State Boards of Accountancy for continuing education requirements for accounting and auditing. Certificates are issued to class participants who forward information to their oversight boards. Average class size is 25. Instructors are recognized as experts in their fields. Volunteer instructors go through an instructor development course where they are evaluated and rated. Instructors are continually rated against a set of standards which must be met. They also have a “Distinguished Faculty Member” designation for those who maintain the standards.

## MANAGEMENT CONCEPTS

Courses are accredited by the American Council on Education. Class attendees are provided certification documents that they will send to their oversight boards for continuing education credit, e.g. CPEs, CPUs, or PDUs. Average class size is 15 – 30. Instructors are experts in their fields. Management Concepts meets with instructors and consultants annually for review and to introduce new concepts.

## PERFORMANCE INSTITUTE

Courses are accredited by the National Association of State Boards of Accountancy. Class attendees send in CPE information individually to oversight boards for continuing education requirements. Average class size for IG-related classes is 40. Instructors are usually experts in their fields. Certification process of Government managers is through the National Association of State Boards of Accountancy.

## ASSOCIATION OF GOVERNMENT ACCOUNTANTS

Some courses are accredited by the National Association of State Boards of Accountancy for CPEs and CEUs for continuing education



requirements. Average class size is no greater than 30. Instructors are experts in their field, with teaching experience. They are Government Financial Managers, certified by the Association of Government Accountants.

#### **POTOMAC FORUM, LTD.**

The school issues educational CPUs for continuing education credit requirements following the Council for Continuing Education guidelines for submission by the class attendees. Class vary from 25 - 105. Instructors have (1) exceptional experience in field, (2) academical qualifications, (3) prior consulting activity with Government agencies, and (4) experience in conducting training.

#### **HARVARD – JOHN F. KENNEDY SCHOOL OF GOVERNMENT SENIOR EXECUTIVE FELLOW PROGRAM**

Their courses are not accredited. Courses do meet some continuing legal education requirements. Class size is 50 - 60. Instructors are PhDs or PhD candidates and are certified by the Kennedy School of Government.

#### **INSPECTOR GENERAL MANAGEMENT INSTITUTE (IGMI)**

To serve the OIG community, IGMI provides affordable, high quality, practical training targeted at the managerial needs of the IG community. IGMI provides instruction on leadership, human capital, media and congressional relations, and IG management challenges. Courses examine management issues that confront OIG managers in all related disciplines: audit, investigation, inspection, evaluation, legal, and mission support. IGMI courses are taught by staff and consultants who have experience in the OIG community and in their specific areas of expertise. IGMI courses are designed

for participants who are in management positions at the high-performing GS-13, GS-14, GS-15, SES levels, or their equivalents.

#### **COUNCIL OF EXCELLENCE IN GOVERNMENT**

Founded in 1982, the organization is nonpartisan, nonprofit and national in scope. The Council for Excellence in Government works to improve the performance of Government at all levels; and Government's place in the lives and esteem of American citizens. With its experienced staff, network of experts and members, and diverse partners, the Council helps to create stronger public sector leadership and management, driven by innovation and focused on results; and increased citizen confidence and participation in Government, through better understanding of Government and its role.

#### **OPM MANAGEMENT DEVELOPMENT CENTERS**

The Management Development Centers serve Government leaders and organizations to improve performance and enhance leadership through premier interagency residential training; unique customized courses and consulting; and innovative, customer-focused service.

#### **INSPECTOR GENERAL AUDITOR TRAINING INSTITUTE (IGATI)**

IGATI's mission is to "provide quality training to enhance the skills, abilities, and knowledge of the OIG auditors to improve Government operations." The school also seeks to provide OIGs with common in-service training for various personnel effectively and efficiently. IGATI's curriculum is divided into five areas: performance auditing, information technology auditing, financial auditing, communications, and management analysis. Courses are taught by both academy instructors (i.e., IG employees) and outside contractors.

# Vendor Web Sites

Vendor	Web Site
Association of Government Accountants	<a href="http://www.agacgfm.org">www.agacgfm.org</a>
Brookings Institution	<a href="http://www.brookings.org/execed">www.brookings.org/execed</a>
Council for Excellence In Government	<a href="http://www.excelgov.org">www.excelgov.org</a>
Federal Executive Institute	<a href="http://www.leadership.opm.gov/fei.cfm">www.leadership.opm.gov/fei.cfm</a>
Harvard University JFK School	<a href="http://www.ksg.harvard.edu">www.ksg.harvard.edu</a>
IG Auditor Training Institute	<a href="http://www.igati.org">www.igati.org</a>
IG Management Institute	<a href="http://www.igmi.uspsoig.gov">www.igmi.uspsoig.gov</a>
Institute of Internal Auditors	<a href="http://www.theiia.org">www.theiia.org</a>
Management Concepts	<a href="http://www.managementconcepts.com">www.managementconcepts.com</a>
OPM's Management Development Centers	<a href="http://www.leadership.opm.gov">www.leadership.opm.gov</a>
Performance Institute	<a href="http://www.performanceweb.org">www.performanceweb.org</a>
Potomac Forum, Ltd.	<a href="http://www.potomacforum.org">www.potomacforum.org</a>
USDA Graduate School	<a href="http://www.grad.usda.gov">www.grad.usda.gov</a>

# Training Evaluation Survey

1. Would you recommend this course for (pick all that apply):

- a. Entry (5-9)
- b. Intermediate (11-12)
- c. Journeyman (13)
- d. Senior (14-15)
- e. SES
- f. Would not recommend this course

For the following six questions, please indicate your agreement on a scale of 1 – 5 with 1=strongly disagree and 5=strongly agree.

2. The course was relevant to my work.

Strongly Disagree 1 2 3 4 5 Strongly Agree Don't Know

3. The course was relevant to my career development objectives.

Strongly Disagree 1 2 3 4 5 Strongly Agree Don't Know

4. The instructor(s) demonstrated knowledge of the subject.

Strongly Disagree 1 2 3 4 5 Strongly Agree Don't Know

5. The instructor(s) encouraged open dialogue and questions.

Strongly Disagree 1 2 3 4 5 Strongly Agree

6. The instructor(s) communicated clearly.

Strongly Disagree 1 2 3 4 5 Strongly Agree

7. The text and materials were relevant to the course.

Strongly Disagree 1 2 3 4 5 Strongly Agree

8. How would you rate the length of the course.

- Too short
- Appropriate
- Too Long

9. How would you rate the training facilities.

- Unsatisfactory
- Satisfactory
- Excellent

10. How would you rate the overall quality of the course.

- Unsatisfactory
- Satisfactory
- Excellent

Comments:

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*Thank you for your response.*

President's Council on Integrity and Efficiency  
and  
Executive Council on Integrity and Efficiency