

# Developing the Next Generation of Leaders

STRONGER LEADERS. IMPROVED PERFORMANCE.

A BETTER GOVERNMENT FOR OUR NATION.



PARTNERSHIP FOR PUBLIC SERVICE





**Max Stier**  
President and CEO

## WHY PARTNER WITH US

The federal government is the central institution of our democracy and the primary vehicle for collective action to deal with the nation's most pressing challenges. With the mandate from the public and the support of taxpayer resources, our government keeps us safe, advances our national interests, supports our economy and assists people in need.

For the federal government to address these critical issues and prepare for tomorrow's challenges, it needs leaders at all levels to deliver effective and innovative government for the American people.

The Partnership for Public Service is the premier organization for professional development of federal employees, providing important skills to current and future government leaders. Drawing from our extensive track record, we offer programs to equip employees with management skills to transform government from the inside. In addition to our development programs, we offer services to help participants learn to engage employees and hire top talent, from interns and entry-level employees to senior career executives and political appointees.

As the nation and the federal workforce now cope with the COVID-19 pandemic, we remain fully committed to you and your development. We are continuing our full range of leadership programs and will carry them out virtually until the health crisis subsides. Just like our in-person sessions, each virtual offering will be conducted by our professional instructors and provide a substantive learning experience. We look forward to working with you to cultivate the next generation of federal leaders and build a better government for the future.

*Best,*

A handwritten signature in black ink that reads "Max Stier".

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## Good government starts with good people.

From interns and entry-level workers to senior career leaders and political appointees, you need talented individuals to achieve your agency's mission.

By working with the Partnership for Public Service, you can bring in skilled employees, inspire them to perform at their highest level and develop them into exceptional leaders.

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and Hiring**

# The Public Service Leadership Model

## THE STANDARD FOR EFFECTIVE GOVERNMENT LEADERSHIP

The Public Service Leadership Model can support federal leaders—no matter their agency, geographic location or role—in evaluating their performance, assessing their leadership progress and charting a course for self-improvement. Its key leadership competencies are bound by two core values unique to government and derived from the constitutional oath all federal employees take upon entering public service.

### THE CORE VALUES OF GOVERNMENT LEADERSHIP

#### **Stewardship of Public trust**

Federal leaders must be held to the highest standards, as they are stewards of taxpayer dollars, their workforces and the Constitution.

#### **Commitment to Public Good**

Federal leaders have a deep-rooted dedication to promoting the general welfare of the American people through a commitment to the public good.

### FOUR ESSENTIAL COMPETENCIES FOR GOVERNMENT LEADERS

The model identifies four key leadership competencies that government leaders need to best serve our country in the 21st century. These competencies complement and add to the Office of Personnel Management's Executive Core Qualifications.

- [Becoming Self-Aware](#)
- [Engaging Others](#)
- [Leading Change](#)
- [Achieving Results](#)



### TYPES OF GOVERNMENT LEADERS BY ROLE

Each leadership competency is critical for all government leaders—but leaders will apply them differently depending on their role and rank within their agencies. The Partnership's leadership programs ensure that federal employees develop the skills they need, depending on where they are on their leadership journey. We have identified four categories of leaders:

- **Emerging Leader**
- **Leader of Teams or Projects**
- **Leader of Leaders**
- **Leader of Organizations**

### WANT TO LEARN MORE?

Visit [ourpublicservice.org/leadership-model](http://ourpublicservice.org/leadership-model) to learn more about how individual leaders can apply the model, and how agencies can use it as a standard for building and measuring overall leadership effectiveness.

Read [our feature](#) in Harvard Business Review.

### NOW OFFERING: 360 ASSESSMENTS

The Partnership for Public Service's 360 assessment is built around the values and competencies found in the Public Service Leadership Model. It assesses values such as stewardship and commitment to the mission in addition to practical competencies such as becoming self-aware, engaging others, leading change and achieving results. The 360 assessment maps to OPM's Executive Core Qualifications with additions and enhancements that make it uniquely relevant for public servants leading in today's complex world.

## GOVERNMENT LEADERSHIP ADVISORY COUNCIL

The Partnership's Government Leadership Advisory Council, a diverse group of former CEOs, eminent scholars and former Cabinet secretaries, advises the Partnership on our leadership programs and offerings, including the Public Service Leadership Model. With their many decades of collective leadership experience, council members help ensure our programs for federal leaders are grounded in forward-thinking principles and practices.

GOVERNMENT LEADERSHIP ADVISORY COUNCIL MEMBERS	
<b>Adm. Thad Allen</b>	Former Commandant, Coast Guard; Partnership board member emeritus
<b>Bernie Banks</b>	Associate Dean for Leadership Development, Kellogg School of Management; former Director of the Department of Behavioral Sciences & Leadership, West Point
<b>Charlie Bolden</b>	Former Administrator, NASA
<b>Doug Conant</b>	Founder and CEO, ConantLeadership; former CEO and President, Campbell Soup Company; Partnership board member
<b>Stephen M.R. Covey</b>	Founder and CEO, CoveyLink Worldwide; best-selling author
<b>Amy Edmonson</b>	Professor of Leadership and Management, Harvard Business School Novartis
<b>Sally Jewell</b>	Former Secretary of the Interior and former CEO, REI
<b>Harry Kraemer</b>	Professor, Northwestern University Kellogg School of Management
<b>Gen. Les Lyles</b>	Chairman, USAA and former Vice Chief, U.S. Air Force
<b>Bob McDonald</b>	Former Secretary, Department of Veterans Affairs; Retired Chairman, President and CEO, The Procter & Gamble Company; Partnership board member
<b>Mario Morino</b>	Co-founder, Venture Philanthropy Partners
<b>Chris Porath</b>	Professor, Georgetown University McDonough School of Business
<b>Liz Wiseman</b>	Best-selling author; former Vice President, Oracle

## The following pages outline two ways to work with the Partnership:



### OPEN ENROLLMENT PROGRAMS

Our open enrollment programs bring together federal employees from across government, so leaders can develop critical connections with their counterparts and collaborate and learn from one another. The result is strong, capable leaders, at all levels, who can drive effective performance.



### CUSTOM OFFERINGS

The Partnership designs and delivers custom training for federal agencies to build leadership and management capacity, encourage innovation and improve effectiveness. Our programs range from a one-day seminar or team-building retreat, to a months-long engagement and can be designed for use agency-wide or for specific offices or teams.

# Stronger Leaders = Better Outcomes

YOUR AGENCY'S PERFORMANCE DEPENDS ON THE STRENGTH OF YOUR LEADERS AND THE DEPTH OF YOUR LEADERSHIP BENCH

## PROGRAMS FOR LEADERS OF LEADERS (GS-14 TO GS-15)

*Leads office, division or large team, or program portfolio. Serves as midlevel supervisor, technical leader in the field or cross-functional convener*

### Excellence in Government Fellows



For 30 years, the Excellence in Government Fellows program has been providing professional development for high-performing, mission-driven leaders from across government. EIG provides the knowledge, skills and networks employees need to excel, so they can improve their team's performance and drive agency outcomes. Program sessions focus on the Executive Core Qualifications to prepare participants to enter the Senior Executive Service.

#### QUICK DETAILS

- **Duration:** 10 months (24 total days in session)
- **Structure:** Six in-person sessions (four days each) every other month and three virtual sessions

*Currently virtual*

- **Cost:** \$11,400
- **Learn more:** [ourpublicservice.org/eig](http://ourpublicservice.org/eig)

#### Session topics:

- Values, Vision and Mission
- Leading People
- Strategic Systems Leadership
- Building Partnerships and Coalitions
- Navigating Change
- Synthesis and Celebration

The Excellence in Government Fellows program:

- **Focuses on results:** Participants work collaboratively on projects designed to tackle critical issues agencies face.
- **Provides the time and space to grow:** By taking place over months rather than weeks, the EIG program enables participants to reflect between sessions on lessons learned, while also considering ways to apply those lessons when at their jobs.
- **Facilitates crucial connections:** Participants come out of the program with mentors as well as a network of peers and colleagues from across government.

In addition to one-on-one coaching and a 360 assessment, EIG will continue to offer:

### **Coursework**

The EIG program is led by world-class executive coaches from the public, private and nonprofit sectors. In each session, you discuss leadership topics and the challenges you face in your agency and are given strategies for addressing them. Each session focuses on how to apply leading management principles to your job as well as the government's Executive Core Qualifications.

### **Experiential Learning**

You will take part in site visits, complete service projects and hear from guest speakers, who connect classroom lessons to the real world. These behind-the-scenes experiences provide you with perspectives from innovative companies and organizations. By observing the work of successful organizations and hearing from leaders working in different sectors, you learn novel management techniques that can be applied to your role in government. Previous site visits have included the Capital Area Food Bank, the Government Publishing Office, Microsoft, NASA and Salesforce.

### **Results Projects**

We're not satisfied with just passing along knowledge. We also ensure you are able to apply what you learn. Throughout your time in the program, you will work on group projects to tackle complex issues confronting our country. Each group comes up with an idea for a project and sees it through to implementation. Participants have developed strategies to streamline drug approvals, strengthen cross-agency collaboration during food recalls and national disasters, and improve recruiting for mission-critical occupations.

### **Coaching and Mentoring**

Coaching is a critical element of leadership development. Coaches and mentors provide feedback to improve your self-awareness and emotional intelligence, enabling you to know more about yourself and how others perceive your actions. That's why we provide opportunities for you to receive targeted, individualized support from our team of executive coaches. You also can seek advice from the Partnership's extensive network of leaders from the public, private and nonprofit sectors.

### **Networking**

Throughout the program, you will interact and build relationships with peers across government. You will join a community of leaders that enables you, even after graduation, to continue to learn and develop, and benefit from ongoing professional development opportunities. This helps you with your own work and helps federal agencies work together.

“The Excellence in Government Fellows program was an incredible experience. It helped me become a more effective leader, capable of driving change in my organization. I have mentored new participants because I want to stay involved with the program and the people working to change government from within.”

*Candice Borales, director of strategic initiatives, Export-Import Bank of the United States*

## PROGRAMS FOR LEADERS OF TEAMS OR PROJECTS (GS-12 TO GS-14)

*Leads work groups and serves as new supervisor, technical expert, cross-functional liaison or direct supporter to principal*

## Mission Support Leadership Program



**QUICK DETAILS:**  
MISSION SUPPORT  
LEADERSHIP PROGRAM

- **Duration:** Eight months (90 hours in session)
- **Structure:** Five in-person sessions (three days each)

*Currently virtual*

- **Cost:** \$6,500
- **Learn more:** [ourpublicservice.org/mslp](http://ourpublicservice.org/mslp)

### MISSION SUPPORT TRACKS



Leadership Excellence for  
**Acquisition** Professionals



IT Leaders Program



HR Leaders Program



Finance Leaders Program

The federal government's effectiveness directly depends on the strength, expertise and leadership of its mission support—the acquisitions, financial management, human resources and information technology professionals. While your work is usually done behind the scenes, it is imperative to build your leadership attributes because of your wide-ranging impact, the interconnectedness of your business functions and your ability to positively impact strategic decisions.

The Mission Support Leadership Program is designed for you: GS-12 to GS-14 federal employees in acquisitions, financial management, HR and IT. The program prepares you to become more effective leaders by focusing on the four core tenets of the Partnership's Public Service Leadership Model—becoming self-aware, engaging others, leading change and achieving results. By the end of the course, you are able to make values-based decisions, use your role to build strong partnerships, identify how to drive positive impact within your organizations and demonstrate enhanced leadership attributes.

Participants are placed in cohorts according to their professional track, and the program includes plenary-style sessions where all cohorts join together and participate in cross-functional activities. Experienced instructors will introduce proven leadership techniques, facilitate engaging conversations and guide activities and workshops on course concepts.

**PROGRAMS FOR LEADERS OF TEAMS OR PROJECTS (GS-12 TO GS-14) CONTINUED**

*Leads work groups and serves as new supervisor, technical expert, cross-functional liaison or direct supporter to principal*

The Mission Support Leadership Program includes:

**360 Leadership Assessment**

You will complete a self-assessment based on the Partnership's Public Service Leadership Model competencies and feedback from peers, supervisor(s) and direct reports on how you demonstrate these competencies.

**Executive coaching**

Based on results from your personal 360 leadership assessment, you are paired with an executive coach for a one-hour, one-on-one session to discuss your development and address their workplace challenges.

**Peer workshops**

Within their cohorts, you will brainstorm ideas and share best practices through in-class group coaching scenarios and breakout group discussions.

**Cross-function networking**

Participants engage in networking activities across cohorts, meeting people who are pursuing different tracks, to enhance knowledge sharing and build partnerships outside their areas of expertise.

**Pre-Session work**

Prior to each session, participants read articles and watch videos that set the context for the upcoming session.

**Guest speakers**

Participants will hear from guest speakers with extensive federal government and private sector expertise who will provide real-world perspectives on identifying and solving public sector challenges.

In addition to the in-person class time, you must be able to complete up to three hours of independent, course-related work between each session. You are expected to prepare for and attend every session.

**Session topics:**

- Defining your Leadership Style
- Developing High Performing Teams
- Championing a Culture of Change
- Results Driven Decision-Making
- Building a Strategic Mindset

"The Acquisition program teaches skills and self-development techniques that will allow 1102s to be the best in class for their agency."

*Former Leadership Excellence for Acquisition Professionals participant*

## PROGRAMS FOR LEADERS OF TEAMS OR PROJECTS (GS-12 TO GS-14) CONTINUED

*Leads work groups and serves as new supervisor, technical expert, cross-functional liaison or direct supporter to principal*



## Foundations in Public Service Leadership Program

As innovation, collaboration and delivering results are more important than ever, mid-career professionals must develop these leadership attributes to ensure their teams can achieve their missions. A strong leadership foundation is critical for assuming greater responsibility for leading others, managing complex projects and working across boundaries.

### Session topics:

- Understanding Yourself
- Recognizing Your Impact
- Engaging Employees
- Cultivating Your Team Culture
- Responding to Change
- Creating the Change
- Making Decisions
- Navigating the System
- Synthesis and Reflection

- **Duration:** Six months (40 hours of coursework)
- **Structure:** Nine sessions

*Virtual*

- **Cost:** \$4,500
- **Learn more:** [ourpublicservice.org/foundations](http://ourpublicservice.org/foundations)

“I enjoyed the Foundations in Public Service Leadership Program and learned a lot of information that I can incorporate in my day-to-day activities professionally and personally.”

*Nicole McConnell, former participant*

## PROGRAMS FOR EMERGING LEADERS (GS-7 TO GS-11)

*Serves as an early project leader, team or work group member, aspiring supervisor or developing technical expert*



## Preparing to Lead

By investing in yourself early in your career, you can ensure you are ready to lead from where you are and improve how you carry out your current responsibilities.

**Session topics:**

- Building Adaptability
- Collaborating Effectively
- Communicating with Clarity
- Developing Emotional Intelligence
- Improving Customer Experience
- Navigating Structures
- Pursuing Innovative Solutions

- **Duration:** Six months (90 hours in session)
- **Structure:** Eight sessions\*

*Currently virtual*

- **Cost:** \$3,500
- **Learn more:** [ourpublicservice.org/ptl](http://ourpublicservice.org/ptl)

*\*Kickoff session is two days and takes place in-person in Washington, D.C. All other sessions are virtual and last 90 minutes.*

## Emerging HR Leaders

You are responsible for building your workforce, and that's why you should invest in your future. This course enables you to develop the foundational knowledge and professional networks for navigating your federal HR careers and maximizing your impact at your agency.

**Session topics:**

- State of Federal HR and Your Place Within It
- Building Relationships
- How to Take Initiative
- Understanding and Tackling Problems
- Partnerships and Coalitions
- Career Coaching and Celebration

- **Duration:** Six months (90 hours in session)
- **Structure:** Six sessions

*Currently virtual*

- **Cost:** \$2,500
- **Learn more:** [ourpublicservice.org/ehrl](http://ourpublicservice.org/ehrl)

“Emerging HR Leaders is the best program available for employees who want to build a successful career in federal HR. Year after year, I send my employees to this program because I know they will develop the skills and ideas to transform my agency.”

*Traci DiMartini, the Peace Corps' chief human capital officer*

## PROGRAMS FOR ALL LEADERS

## Leadership Seminars

Choose any of our short-term seminars (one to two days) to help your employees develop the essential competencies from the Public Service Leadership model. The Partnership can tailor these standard training sessions to meet your agency's requirements.

### SUGGESTED LEVELS:

#### FOR LEADERS AT ANY LEVEL

- **Managing Performance**  
Develop the tools and identify approaches to improve the work quality of low performers, and empower midrange and high performers to excel.
- **Motivating and Leading People**  
Identify what motivates people and learn techniques to address conflict productively.
- **Building Resilience**  
Examine the concepts of resilience and growth mindset, and understand how to build a culture of support to increase team resilience.
- **Crucial Conversations**  
Cultivate active listening skills, practice communication skills and learn how to manage emotions, to build better relationships and to create better outcomes for yourself, others in your organization and the organization itself.
- **Becoming a Self-Aware Leader**  
Enhance your self-awareness to better understand your personal leadership style and use that knowledge to improve your relationships with others to achieve greater results.

#### FOR LEADER OF LEADERS

- **Leading Change**  
Turn a vision into a robust plan and communicate initiatives in a way that inspires and motivates others to take action.

#### FOR LEADERS OF TEAMS OR PROJECTS

- **Driving Innovation**  
Identify the attributes of innovative leaders, understand the key components of human-centered design and learn how to apply tools to boost innovation.
- **Managing Change**  
Understand what causes resistance to change and cultivate support and buy-in by communicating in different ways to different groups.
- **Raising Your Emotional Intelligence**  
Developing self-awareness and learning to self-manage leads to enhanced social awareness, stronger relationships and improved team performance.

#### FOR EMERGING LEADERS

- **Leading From Your Level**  
Develop knowledge and skills to manage up, down and around, regardless of position; expand influence and build productive relationships.

## VIRTUAL PROGRAMS FOR ALL LEADERS

## Virtual Offerings

As the federal government continues to expand telework options, we are committed to supporting you and your professional development virtually. We have a variety of virtual courses to help you achieve your agency's mission and grow the skills of your agency's employees.

Learn more: [ourpublicservice.org/programs/virtual-offerings](http://ourpublicservice.org/programs/virtual-offerings)

### OFFERINGS FOR INDIVIDUALS

#### **Foundations in Public Service Leadership Program**

During nine virtual classroom sessions, experienced instructors facilitate conversations, activities and workshops to develop the skills you need to effectively influence others, lead teams and drive change within your agency.

#### **Building a Culture of Engagement**

This three-session, online course enables front-line supervisors and managers to boost employee satisfaction, improve engagement and increase effectiveness in your agencies. We can also tailor a version specifically for your agency.

#### **Preparing to Lead**

This course is for GS-7 to GS-12 employees who want to become more effective employees and develop critical thinking, leadership and decision-making skills. We can also tailor a version specifically for your agency.

#### **Executive Leadership Coaching**

We provide one-on-one coaching for executives, mid-level managers and aspiring leaders. These sessions encourage proactive change, help clarify values or beliefs, and coach you on how to enhance capacity to lead within your organization. You will be matched with a coach who will help you identify critical management problems and guide you to handle them more effectively.



### OFFERINGS FOR AGENCIES, OFFICES AND TEAMS

#### **Virtual Leadership Toolkits**

Each of our toolkits includes five 90-minute sessions designed to enhance your management fundamentals, enable you to better lead people and help you to capitalize on your strengths.

- **Management Fundamentals:** Learn the skills to build an effective team, discover your leadership style, manage performance, delegate effectively and manage your time as well as your team's.
- **Leading People** Discover how focusing on values-based leadership, building trust and holding difficult conversations are key factors for creating and maintaining high-performing teams.

#### **Leadership Seminars**

These one- and two-day programs help agencies develop employee leadership skills. Seminar topics include managing performance, building resilience, leading from your level, becoming a self-aware leader and motivating and leading people.

#### **Webinar Series**

90-minute webinars available as a series (minimum purchase of three required). Webinar topics:

- Innovative Mindset
- Effective Collaboration
- Collaborating Amid Uncertainty
- Managing Conflict
- Having Difficult Conversations
- Creating a Healthy Office Culture
- Mentoring Best Practices
- Effective Feedback and Accountability
- Overcoming Team Dysfunction
- Presentation Skills
- Effective Delegation
- Discovering Your Leadership Style
- Values-Based Leadership
- Active and Curious Listening
- Time Management
- Building an Effective Team
- Building Coalitions
- Mindfulness



## Custom Long-term Leadership Programs

Your agency's distinct mission comes with a unique set of challenges. Our subject matter experts can design a program tailored to your organization's short- and long-term strategic goals through a range of facilitated training, experiential learning, individual and group coaching, and mentoring in a timeframe that works best for your agency.

LEADERS OF ORGANIZATIONS	LEADERS OF LEADERS	LEADERS OF TEAMS OR PROJECTS	EMERGING LEADERS
<ul style="list-style-type: none"> <li>• Vision-setting</li> <li>• Resilience</li> <li>• Stewardship</li> <li>• Enterprise-wide Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Style</li> <li>• Innovation and Creativity</li> <li>• Building Trust and Teams</li> <li>• Effective Communication</li> <li>• Managing Performance</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Communication</li> <li>• Employee Motivation</li> <li>• Building Trust</li> <li>• Employee Recognition</li> <li>• Achieving Results</li> </ul>	<ul style="list-style-type: none"> <li>• Emotional Intelligence</li> <li>• Influence</li> <li>• Continual Learning</li> <li>• Communicating for Impact</li> <li>• Customer Experience</li> </ul>

### EXAMPLES OF CUSTOMIZED PROGRAMMING FOR OFFICES



### PROGRAM SPOTLIGHT

#### **U.S. Department of Agriculture, IT Fellows program**

The Partnership for Public Service launched the year-long USDA IT Fellows program to strengthen GS-12 to GS-15 IT professionals' abilities to lead IT projects and teams, and better understand how their roles fit into the mission. These crucial skills helped USDA IT managers improve performance and streamline operations and helped them create a network of IT leaders across the agency. The program has graduated five cohorts and continues to this day.

The program consists of the following components:

- **Action-learning projects:** Participants form project teams and work with coaches to plan and implement critical USDA IT projects, such as how to improve the use of big data in cloud computing, and how to develop best practices for centralizing software management.
- **Guest speakers and site visits:** To develop a holistic understanding of USDA's mission, the program includes regular agency guest speakers and site visits to a variety of department subcomponents.
- **Instructional sessions:** Veteran instructors demonstrate how participants could translate fundamental management principles to real-world job scenarios.
- **Rotational programs:** Participants spend time working in a new position within USDA, enabling them to apply the skills they learned in the classroom.

## PAST CLIENTS



U.S. Department  
of Veterans Affairs

## Team Retreats

Successful team coordination requires more than regular meetings or technological tools. Partnership-led staff retreats build trust and camaraderie on your team, and help establish the norms that are crucial for effective teamwork. Below are some of the critical issues our retreats have helped agencies address:

### 1. Team dynamics

Employees work together most effectively when they have pre-established norms that govern how they make decisions, solve problems and address conflicts. We help employees create these team norms and work together effectively.

### 2. Knowledge sharing

The retreat is an ideal opportunity for you and your employees to learn what each other is working on and to discover how you can support one another's efforts.

### 3. Employee relationships

Our retreat facilitators are experts at carefully selecting topics and conversation starters that help you and your teammates get to know one another on a deeper level and establish the connections that foster more effective working relationships.



### RETREAT SPOTLIGHT

#### Food and Drug Administration, Center for Tobacco Products

In a telework-heavy environment, employees in the Office of Management had difficulty building camaraderie and sharing information with their colleagues. We organized successful activities for employees to learn about and appreciate the full breadth of their organization's work—and the teammates behind those efforts. Due to the success of the first retreat in May 2017, the office asked us to organize a second one the following year.

## Executive Retreats

Successful executive teams set an agency's vision and priorities, build strategic partnerships with stakeholders across government and drive innovation within their organizations. Whether your executive team has been intact for years or is newly formed, our customized retreats create high-performing and collaborative teams.

Examples of frequently requested areas of focus for these sessions include:

- **Establishing team dynamics:** We help teams create the operating norms to work together most effectively, including how the group will communicate, collaborate, make decisions and prioritize initiatives.
- **Setting the vision:** The executive team sets the vision for the organization and leads the workforce to pursue the goals contained within it. We will work with your team to establish the strategic vision, determine how to implement it within your agency and develop a plan to communicate the goals to your employees.
- **Fostering innovation:** Federal leaders must create a culture for their organizations that both supports and drives innovation. During the retreat, participants will determine how to encourage risk-taking and recognize the impact of innovative approaches.

**"The Partnership's work with our Office has been a major factor in turning a disparate group of managers into a community of management professionals."**

## Senior Executive Service Onboarding

Executive onboarding programs help smooth the transition of new SES members into their roles. Each part of our program is tailored to your agency's needs and contributes to the advancement of your executives. Through a combination of one-on-one and group-learning activities, we prepare SES members to achieve your agency's mission.

### Individual components

#### Executive mentoring

- Mentors work with you in one-on-one sessions to address challenges you face either in the program or on the job.

#### Executive coaching

- Executive coaching helps you set direction, envision the future and remove obstacles you encounter as you try to achieve their professional goals.

### Small-group components

#### Group coaching

- Participants meet in group coaching sessions of 10 to 15 executives to understand and solve problems related to shared challenges.

#### Action-learning projects

- Playing an executive role, participants create, deliver and implement a plan to address a real challenge. Throughout this experience, you work on a high-profile, agency wide assignment that develops your skills, builds new relationships and helps your agency achieve its mission.

### Large-group components

#### Executive workshops

- Experienced presenters lead sessions aimed at helping you acquire a network of colleagues throughout your department as well as the knowledge needed—specifically around agency operations—to succeed in your role.

#### Benchmarking

- We convene public, private and nonprofit sector leaders to engage participants and inspire you to apply leading management principles in your job.

## Executive Coaching

Our experienced coaches work with you to help you reach your personal goals, as well as with groups to help them reach their leadership objectives. Coaches provide guidance and support to leaders at all levels to help them identify and solve critical management problems.

Examples of frequently requested areas of focus for these sessions include:

- **One-on-one coaching:** In ongoing sessions, coaches facilitate discussions on leadership challenges and how you can handle them more effectively.
- **Team coaching:** Teams often struggle to make progress when discussing contentious issues, making decisions, solving problems, executing projects, or transitioning through organizational change. Team coaching builds the ability of team members to work collaboratively in these situations to achieve their goals. Throughout the process, a coach guides team members to take ownership of how they work together and supports them in making improvements to their team. Coaches observe team meetings to identify real-time learning and application, and offer guidance on team dynamics and their impact on the team's ability to collaborate, share information and implement ideas.
- **Group coaching:** When a group of peer leaders face similar circumstances—these leaders are new to the role, are implementing new policies or are designing new initiatives—group coaching offers members a chance to work in which executives can openly share observations, offer challenges and hold one another accountable for action. Participants drive program content to ensure each session has immediate, direct application to their day-to-day work. It is a valuable opportunity for leaders to collaboratively work through difficult problems with their peers while under the guidance of a coach.



## Ready to Govern® Courses for Political Appointees

We offer courses to help your political appointees quickly develop essential knowledge and skills to succeed in government. Sessions are facilitated by individuals with experience in these roles.

### Sessions

- Ethics and Optics
- Executive Hiring Do's and Don'ts
- Federal Acquisition: Accomplishing Mission Priorities and Managing Risk
- Federal IT: Accelerate Your Success with Technology
- How to Be an Effective Chief of Staff
- Managing the Political-Career Interface: Building a Strong Team
- Stakeholder Strategies: Working With the White House, the Office of Management and Budget, and Other Agencies
- Succeeding at Execution: Driving Results and Accountability
- What the Federal Budget Process Means to Your Success
- Working with Congress
- Talent: Accomplishing Mission Through Your People

# Engaged Employees = Effective Teams

AN ENGAGED WORKFORCE EMPOWERS YOUR AGENCY TO GET RESULTS AND ACHIEVE YOUR MISSION

CONNECTING INDIVIDUAL WORKERS TO THE ORGANIZATION'S MISSION



Employee engagement is the satisfaction and commitment of the workforce and the willingness of employees to put in the extra effort to achieve results. The more engaged employees are, the more productive they will be and the greater impact they will have.

 OPEN ENROLLMENT PROGRAMS

## Engagement Coordinator Collective

This program brings together one to three participants from each agency to form groups that design, implement and evaluate your agencies' priorities for engaging employees. Throughout this nine-month program, participants will learn successful strategies through five sessions:

- Establishing Priorities
- Designing Solutions
- Achieving Results
- Communicating Your Plan
- Sustaining Your Efforts

QUICK DETAILS:  
ENGAGEMENT COORDINATOR  
COLLECTIVE

- **Duration:** Nine months
- **Structure:** Five sessions and three half-day midsession forums
- **Cost:** \$5,000
- **Learn more:** [ourpublicservice.org/ecc](http://ourpublicservice.org/ecc)

## Building a Culture of Engagement: Virtual Program

Through a series of three 90-minute online sessions, participants learn how to boost employee satisfaction and commitment through low- and no-cost strategies that use appreciation, communication and empowerment techniques to enhance morale and improve the workforce culture. This series, intended for first-line supervisors and managers, is available as an open enrollment offering and as a tailored program for your agency.

QUICK DETAILS:  
MISSION SUPPORT  
LEADERSHIP PROGRAM

- **Duration:** Three days
- **Structure:** Three online sessions
- **Cost:** \$250
- **Learn more:** [ourpublicservice.org/bce](http://ourpublicservice.org/bce)

 CUSTOM OFFERINGS

## Unlock Your Agency's Data

### Enhanced Data Analytics

The annual Best Places to Work in the Federal Government® rankings provide a wealth of data on how federal employees perceive their workplaces, including their views on leadership, pay, teamwork and work-life balance. Using Partnership-developed tools and techniques, our experienced data analysts can evaluate your survey data to pinpoint the key issues affecting employee engagement and enable you to turn insights into action.

## Bring Employees into the Conversation

### Focus Groups, Pulse Surveys

Gathering additional feedback is the best way to understand your Best Places to Work data. As a neutral party, the Partnership can administer pulse surveys and facilitate focus groups to provide your organization with deeper insight into employees' challenges and help you collaborate on ideas to improve employee engagement.

# Employee Engagement Workshops

## ENGAGEMENT AMBASSADORS

This intensive two-day course helps agencies prepare leaders and employees who are responsible for organizing engagement efforts. You will learn how to use data from the Best Places to Work rankings to inform your organization's priorities, design engagement initiatives and create plans for action. By the end of the program, you will have robust action items on engagement that you can present to your agency's leadership and immediately implement in your offices.

## ADDRESSING ENGAGEMENT NEEDS

As an effective supervisor, you pay attention to your employees' workplace experiences, so you ensure your employees' needs are met. In this one-day session, you will apply Maslow's Hierarchy of Needs as a framework to ensure you are helping improve your employees' experiences. You will identify how to build stronger relationships with employees, communicate more effectively about employee performance and create an open and safe workplace.

## MANAGING ENGAGEMENT EFFORTS

Improving employee engagement is difficult, especially when it comes to sustaining them for the long term. Leaders must change workplace culture, manage stakeholders and earn buy-in from decision-makers. This one-day session provides the essentials of pitching and implementing your organization's efforts, and you will return to your office with a robust plan detailing the steps for applying your strategies.

## COMMUNICATING ENGAGEMENT EFFORTS

Effectively communicating agency efforts to improve employee engagement is critical. If employees are not a part of the process, the effort will not be successful. This one-day workshop uses the Best Places to Work Communications Toolkit to help participants to build concrete plans for communicating workforce engagement priorities and learn how best to inform employees about the results of the Federal Employee Viewpoint Survey.

## EVALUATING ENGAGEMENT EFFORTS

Implementing employee engagement initiatives can be challenging, and it can be even more difficult to evaluate the impact of these initiatives. In this one-day workshop, a team of experienced facilitators and evaluators provides expert guidance on how to define success and how you can measure effectiveness. You will return to your agency with specific evaluation plans and receive one-on-one coaching to ensure the plans are being implemented effectively.

# **Efficient Recruiting and Hiring = Effective Workforce**

**INVEST IN IMPROVING YOUR RECRUITING AND HIRING PRACTICES  
TO EMPOWER YOUR WORKFORCE NOW AND FOR THE FUTURE**

## **RECRUITING AND HIRING TOP TALENT**



Just 6% of the federal workforce is younger than 30 and, by 2023, more than 32% of the workforce will be eligible to retire. By adopting top recruiting and hiring practices, leaders can build a talent pipeline for their agencies and enable their organizations' long-term success.

# Hiring Process Improvement

## RECRUITING AND HIRING ANALYSIS

We provide leaders with evaluations of their most significant talent gaps and process challenges. Our analyses utilize demographic and Best Places to Work data as well as information from focus groups and interviews with hiring managers and human resource practitioners. Through this work, we provide leadership and career staff a clear understanding of the current state of the workforce and key barriers and opportunities for improvement. We also deliver a roadmap on what can be implemented quickly in terms of talent recruitment, hiring and onboarding based on innovations and best practices from other federal agencies and the private sector.

## RECRUITING AND HIRING WORKSHOPS

Work with us to design custom sessions to explore topics such as: HR and hiring manager collaboration, strategic recruitment and use of innovative hiring authorities. We can customize sessions for HR and hiring managers, Pathways Program officers or agency recruiters.

# Developing Recruitment Networks

Understanding how and where to find the right talent for your positions is important to ensure the best prospects are considering your positions. Through our Call to Serve network, the only national system that collaborates with both federal agencies and hundreds of institutions of higher education, we work with you to promote federal service and recruit the next generation of public servants. Our experts can help you be strategic about recruiting and sourcing talent and ensure your proactive outreach is more effective than simply posting a vacancy to USAJOBS.

## BUILDING STRATEGIC PARTNERSHIPS

We can help your agency design and deliver a targeted strategy for reaching students and recent graduates and educating them about your internship and job opportunities. Build relationships with career services representatives, faculty members and advisors and learn the most effective ways to promote your opportunities to highly qualified candidates.

## CUSTOM HIRING EVENTS

Work with us to design custom hiring events to recruit students from top colleges and universities. In addition to organizing a hiring event, we prepare students to write a federal resume and navigate USAJOBS as well as the broader federal hiring process.

## STUDENT AMBASSADORS PROGRAM

We train students and former federal interns who return to campus, to serve as advocates for public service and brand your agency as a top employer. Agencies have worked with more than 200 student ambassadors who have helped them reach a diverse group of potential job candidates and build lasting relationships with career services and campus faculty.

“The Student Ambassadors Program is a cost-effective means to market our jobs directly to students.”

*Agency participant*

## Building New Talent Pipelines

Top public and private sector organizations rely on internship and entry-level fellowship programs to build the next generation of leaders for their workforces—and these programs have proven effective for federal agencies too.

### CYBERSECURITY TALENT INITIATIVE

The Partnership collaborates with Mastercard, Microsoft, Workday and a dozen federal agencies to recruit, place and develop entry-level cybersecurity talent. This first-of-its-kind public-private partnership will help attract the next generation of cybersecurity leaders for our country and address the societal problem of student debt. Participants will spend two years working in a federal agency and receive leadership and technical training as well as mentoring and networking opportunities. Upon completion of their public service, participants will be invited to apply for a position with a corporate partner and may receive up to \$75,000, inclusive of tax, in loan assistance.

Learn more at [cyber.talentinitiative.org](http://cyber.talentinitiative.org).

### HAROLD W. ROSENTHAL FELLOWSHIP IN INTERNATIONAL RELATIONS

The Rosenthal Fellowship is a prestigious program that offers our country's most outstanding and civic-minded graduate students in international affairs the opportunity to spend a summer working to solve some of our biggest national and global challenges. The fellowship provides a select number of students with summer funding and work opportunities in a congressional or executive branch office. Participants benefit from an orientation, participation in Partnership-hosted roundtable discussions and an unparalleled work experience.

Learn more at [ourpublicservice.org/rosenthal](http://ourpublicservice.org/rosenthal)

### CUSTOM INTERNSHIP PROGRAMS

We design and manage internship programs to familiarize individuals with the federal government and help agencies meet critical talent needs. We help agencies identify and select high-quality interns, onboard and monitor their experiences, and provide professional development sessions to enable them to maximize their impact and experience.



“Being selected as a 2019 Rosenthal Fellow was an honor. The opportunity allowed me to experience our federal government first hand. Working alongside career civil servants, I was able to apply coursework to real-world issues and left feeling that the work I did mattered and made a difference.”

Nadira Ramudit (Baruch College)



# CONTACT US

For more information or to inquire about our offerings, visit  
[ourpublicservice.org](http://ourpublicservice.org) or email [training@ourpublicservice.org](mailto:training@ourpublicservice.org).



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