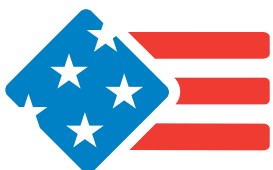




# Developing the Next Generation of Leaders

BETTER LEADERS. BETTER GOVERNMENT. STRONGER DEMOCRACY.



**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.

We look forward to working with you to cultivate the next generation of federal leaders and build a better government for the future.

*Best,*

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## Building a better government and a stronger democracy.

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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**Leadership Development**

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**Federal Workforce Services**

# Leadership Development

through our Public Service  
Leadership Institute



We live in a time of unprecedented challenges—from natural disasters and global health crises to inequity, political division and war. Our government is the only institution with the public mandate and the resources to tackle these problems. But to do so, it needs effective public service leadership, the most critical factor driving government success and impact. Our nation needs elected, appointed and career government leaders of integrity who can unify us in bringing solutions and hope to a beleaguered world.

And yet, today's public service leaders lack a place to go where they can rally behind a single leadership standard, develop essential leadership skills together and recommit to their constitutional oath. The federal government needs what the best organizations across sectors possess—a consistent standard for leadership and a way to meet it.

That is why the Partnership for Public Service created the Public Service Leadership Institute, the preeminent source for public service leadership perspectives, programs and policies.

# 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.

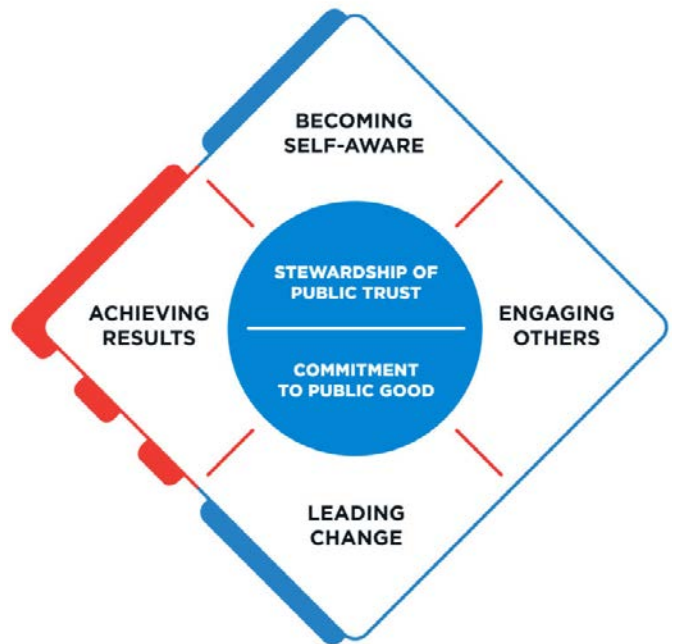
### Commitment to Public Good

Federal leaders have a deep-rooted dedication to promoting our general welfare through a commitment to 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](#)



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## 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](https://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.

# 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>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>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.

### Agency Engagements

The Partnership offers off-the-shelf training, and design and delivery of 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 agencywide or for specific offices or teams.

# OPEN ENROLLMENT PROGRAMS

## 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



#### QUICK DETAILS

- **Duration:** 10 months
- **Structure:** Six four-day sessions and three two-hour check-ins

In-person or virtual

- **Price:** \$12,900
- **Learn more:** [ourpublicservice.org/eig](https://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 is the premier leadership development course for federal employees at the GS-14 to GS-15 levels. For more than 30 years, EIG has helped federal employees develop strong leadership skills through application-based learning, highly interactive activities, authentic self-reflection, personalized coaching and governmentwide networking. Our graduates go on to plan, design and implement innovative solutions to address the federal government's biggest challenges and improve their agencies' effectiveness.

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 offers:

#### Coursework

EIG uses various learning tools—including simulations and case studies, facilitated discussions, readings and videos, leadership assessments, and hands-on activities—to achieve each session's learning objectives. To ensure the program offers the highest quality experience, we continually refresh our educational materials. Our lessons reflect the latest knowledge and best practices,

and our case studies examine how federal employees confront modern challenges. We use evaluation tools throughout the program to measure learning and adapt the program to fellows' needs.

### Benchmarks

EIG uses the term “benchmarks” to refer to guest speakers, site visits and service projects that enable participants to connect classroom lessons to real-world situations. These experiences offer participants a behind-the-scenes look at innovative leaders and organizations from the public, private, nonprofit and academic sectors. By engaging with these leaders directly, EIG fellows make new connections and witness leadership in action. Previous site visits have included the National Archives, Microsoft, Lincoln’s Cottage, the Capital Area Food Bank and the NASA Goddard Space Flight Center.

### Results Projects

EIG fellows apply their learning to create a results-driven, action-learning project that aims to tackle a complex issue facing our country. In small groups, fellows work with program coaches to see projects through from start to finish. Key tasks include defining outcomes, finding sponsors, building buy-in, creating deliverables and more. Previous teams have developed strategies and initiatives 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 and feedback is a critical element of leadership development. That is why fellows receive targeted, individualized support from our team of executive coaches, including two hours of one-on-one executive coaching sessions. EIG participants also connect with a network of EIG alumni and engage in crucial peer mentoring with fellow government leaders.

### Networking

Throughout the program, EIG fellows participate in cohort and cross-cohort activities, and programwide networking events to build relationships with peers across government. By joining a community of leaders from different agencies, fellows gain ongoing learning and professional development opportunities that continue after graduation.

“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*

## Gov21 | The 21st Century Government Innovation Program

The 21st Century Government Innovation Program is designed to meet the evolving needs of federal agency leaders by providing them with new tools for effective government; empowering them to make effective, data-driven decisions; and developing new relationships with other government leaders who share a passion for making government work better.

### Session topics:

- Innovation Foundations
- Government by Design
- Make Fast, Take Action

### QUICK DETAILS

- **Duration:** Three months
- **Structure:** Three three-day sessions

In-person or virtual

- **Price :** \$3,500
- **Learn more:** [ourpublicservice.org/gov21](https://ourpublicservice.org/gov21)

## Programs for Leaders of Teams or Projects (GS-12 to GS-14)

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

### Mission Support Leadership Program



#### QUICK DETAILS

- **Duration:** Eight months
- **Structure:** Five three-day sessions

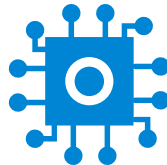
In-person or virtual

- **Price :** \$6,999
- **Learn more:** [ourpublicservice.org/mslp](https://ourpublicservice.org/mslp)

#### MISSION SUPPORT TRACKS



Leadership Excellence for Acquisition Professionals



IT Leaders Program



HR Leaders Program

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

The Mission Support Leadership Program, designed for GS-12 to GS-14 federal employees in acquisition, HR and IT, prepares these mission-support federal professionals 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, participants are able to make values-based decisions, use their roles to build strong partnerships, identify how to drive positive impact within their organizations and demonstrate enhanced leadership attributes.

Participants will be 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.



The Mission Support Leadership Program includes:

### **360 Leadership Assessment**

Participants 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 they demonstrated these competencies.

### **Executive coaching**

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

### **Peer workshops**

Within their cohorts, participants 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, participants must be able to complete up to three hours of independent, course-related work between each session. Participants 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
- Developing 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-13)

Leaders of teams, new supervisors, and technical experts who lead projects



### Foundations in Public Service Leadership Program

As innovation, collaboration and delivering results are more important than ever, midcareer 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. In addition to interactive course content, participants receive two one-on-one coaching sessions.

**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

QUICK DETAILS

- **Duration:** Six months
- **Structure:** Nine half-day sessions

Virtual

- **Price:** \$4,500
- **Learn more:** [ourpublicservice.org/foundations](https://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.”

*Nichele 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

Our Preparing to Lead program is a professional development opportunity for federal employees who are interested in pursuing a career in leadership at their agencies. You will practice strategies to become a more effective employee and develop critical leadership skills that you can use throughout your career.

**Session topics:**

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

QUICK DETAILS

- **Duration:** Six months
- **Structure:** One two-day session, three hours each, and seven three-hour sessions

Virtual

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

### Emerging HR Leaders

Invest in the future leaders on the team responsible for building your workforce. This course enables participants to develop the foundational knowledge and professional networks for navigating their federal HR career and maximizing agency impact.

**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

QUICK DETAILS

- **Duration:** Six months
- **Structure:** Six half-day sessions

In-person or virtual

- **Price:** \$2,750
- **Learn more:** [ourpublicservice.org/ehrl](https://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, Chief Human Capital Officer, General Services Administration*




# AGENCY ENGAGEMENTS

## Leadership Development Programming for Your Agency

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. All programs can be designed to be in-person or virtual.

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> <li>• Diversity, Equity Inclusion and Accessibility</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>

### AGENCY PROGRAMMING FOR OFFICES

 <p>Office and Team Retreats</p>	 <p>Content Training</p>	 <p>Group Coaching and Team Development</p>	 <p>Employee Engagement Initiatives</p>
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### PAST CLIENTS



## 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, streamline operations and 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.

## 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 preestablished 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 your employees to learn what their teammates are working on and to discover how they can support one another's efforts.

### 3. Employee relationships

Our retreat facilitators are experts at carefully selecting topics and conversation starters that help employees 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, workers 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 the office asked us to organize a second one the following year.

# Executive Coaching

Our experienced coaches work with individuals to help them reach their 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:** Our certified executive coaches guide leaders to reflect on their leadership management styles, understand how to communicate more effectively with their teams and work more constructively with a variety of internal and external stakeholders. Coaching affords leaders highly tailored support to help them draw on their leadership strengths and tackle organizational challenges. Our approach includes an optional 360 assessment.
- **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 environments where they 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.

## 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. The 360 assessment is purchased in conjunction with one-on-one coaching or as part of a leadership program.



## 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 an agency’s needs and contributes to the advancement of executives. Through a combination of one-on-one and group-learning activities, we prepare SES members to achieve their agency’s mission.

### Individual components

360 assessment and Executive coaching

- Executives take the Public Service Leadership 360 assessment to evaluate their performance, assess progress and chart a course for self-improvement. They receive one-on-one coaching from a certified coach to help set direction, envision the future and remove obstacles they encounter.

Executive mentoring

- The participant is paired with a current or former federal leader who provides advice, anecdotes and perspectives to help address challenges faced by the participating executive.

### Small-group components

Group coaching

- Participants engage in coach-led facilitated discussions to solve problems related to shared challenges, and strengthen interpersonal executive skills.

Action-learning projects

- Executives tackle a high-profile, agencywide assignment addressing a real challenge and that further develops critical skills and relationships.

### Large-group components

Executive workshops

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

Benchmarking

- We convene public, private and nonprofit sector leaders to engage participants and inspire them to apply leading management principles in their jobs.

“The themes from the presenters were stitched together seamlessly about how to approach being an SESer and tackle the challenges that may occur in my new role.”

## 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.



## 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

- Building A Strong Team: Political-Career Collaboration
- Ethics and Optics
- Federal Acquisition: Accomplishing Mission Priorities and Managing Risk
- Tech for Non-technical Execs: Be Prepared for Crisis, Increase Your Success
- How to Be an Effective Chief of Staff
- Stakeholder Strategies: Working With the White House, OMB and Other Agencies
- Successful Execution: Driving Results and Accountability
- Talent: Accomplishing Mission through People
- What Executives Need to Know About Hiring
- What the Federal Budget Process Means to Your Success
- Working with Congress

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## Customer Experience Workshops

Focusing on customers helps leaders accomplish their agency's mission—whether their programs serve the public directly, their teams provide internal mission-support services like IT and HR, or their work requires collaboration with other federal, state, local and private sector partners. As a key element of effective leadership and organizational performance, leaders set a vision for listening to, understanding and quickly responding to the most pressing needs of their customers and partners.

### Topics:

- Who are your customers?
- What does a good customer experience look like?
- Key CX concepts
- Case studies in successful federal CX
- Mapping the customer journey
- Measuring customer satisfaction
- Creating a CX strategy

**Pricing:** \$18,000 for a one-day session for up to 30 participants

Workshops are interactive and topics may be tailored for the agency and audience. Sessions include CX content, discussion, subject matter expert panel, case studies, activities, breakouts, brainstorming and actionable next steps.



## Leadership Seminars

Choose any of our one- or two-day seminars 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. Most seminars are available for virtual delivery. The maximum number of participants is dependent upon type of delivery (virtual or in-person) and seminar topic.

FOR LEADERS AT ANY LEVEL	# DAYS	PRICE
<b>Building Resilience</b> Examine the concepts of resilience and growth mindset, and understand how to build a culture of support to increase team resilience.	1	\$12,000
<b>Crucial Conversations</b> Cultivate active listening skills, practice communication skills and learn how to manage emotions to build better relationships and to create better outcomes for oneself, others in the organization and the organization itself.	2	\$30,000
<b>Fostering Diversity, Equity and Inclusion</b> Increase understanding of the cultural dynamics and organizational barriers that negatively impact individuals with certain social identities. Seminars are tailored for individual contributors, supervisors and team leads, affinity group members, senior executives and intact teams.	1	\$12,000
<b>Leading in a Hybrid Work Environment</b> Create a shared understanding of the impact the hybrid work environment has on the employee experience, and explore strategies to manage challenges and implement best practices to successfully lead in the hybrid environment.	1	\$12,000
FOR LEADERS OF TEAMS OR PROJECTS	# DAYS	PRICE
<b>Managing Performance</b> Develop the tools and identify approaches to improve the work quality of low performers, and empower midrange and high performers to excel.	1	\$12,000
<b>Driving Innovation</b> Identify the attributes of innovative leaders, understand the key components of human-centered design and learn how to apply tools to boost innovation.	2	\$24,000
<b>Managing Change</b> Understand what causes resistance to change and cultivate support and buy-in through effective communication to different groups.	1	\$12,000
<b>Raising Your Emotional Intelligence</b> Develop self-awareness and learn to self-manage to enhance social awareness, strengthen relationships and improve team performance.	1	\$12,000
FOR EMERGING LEADERS	# DAYS	PRICE
<b>Leading From Your Level</b> Improve relationships through self-awareness and emotional intelligence; lead through stronger communication; learn how to navigate your agency; become empowered to manage your career; and acquire tools to strengthen your resilience.	2	\$24,000

Expenses will be added for training outside Washington, D.C., and for catering.

## Fully Virtual Workshops



### VIRTUAL LEADERSHIP TOOLKITS

Each of our toolkits includes five 90-minute webinars (live sessions for groups up to 40) designed to enhance your management fundamentals, enable you to better lead people and help you to capitalize on your strengths.

#### Management Fundamentals

**\$16,000 for up to 40 participants**

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

**\$16,000 for up to 40 participants**

Discover how focusing on values-based leadership, building trust, having difficult conversations, active and curious listening, and creating a healthy office culture are key factors for creating and maintaining high-performing teams.

### WEBINAR SERIES

**Each webinar is \$3,500 with a minimum purchase of three required.**

90-minute webinars (live sessions for groups up to 40) available as a series.

Webinar topics:

- Active and Curious Listening
- Building an Effective Team
- Building Coalitions
- Collaborating Amid Uncertainty
- Creating a Healthy Office Culture
- Developing an Innovative Mindset
- Discovering Your Leadership Style
- Effective Collaboration
- Effective Delegation
- Effective Feedback and Accountability
- Engaging Employees through Appreciation
- Engaging Employees through Communication
- Engaging Employees through Empowerment
- Having Difficult Conversations
- Managing Conflict
- Mentoring Best Practices
- Mindfulness
- Time Management
- Values-Based Leadership

# Federal Workforce Services



## **The Partnership delivers Federal Workforce Services within three focus areas:**

### EMPLOYEE ENGAGEMENT

The Partnership knows from years of research that employee engagement directly impacts organizational performance. For federal agencies to effectively serve the public, they need a workforce that is committed and engaged in its responsibilities. We support individual departments, agencies and subcomponents with strategies, tools and resources to strengthen workforce engagement.

### DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

The Partnership strives to help improve the federal government's capabilities to cultivate more inclusive cultures and equitable talent management practices through workshops that strengthen the cultures of a team or entire agency. We also provide support to stakeholders to develop action plans for new DEIA initiatives.

### TALENT ACQUISITION

Our government needs talent, not only to replace those nearing the end of their careers, but also to bring new skills that will help the country rise to the significant challenges of the day and prepare for what lies ahead. The Partnership supports federal agencies, job seekers and institutions of higher education with programming, resources and opportunities to open doors to public service and strengthen talent pipelines with diverse mission-driven applicants.

# EMPLOYEE ENGAGEMENT SERVICES

The Partnership has two decades of experience in a data-driven and multi-tiered approach for helping agencies transform their culture around employee engagement. Maintaining a highly engaged workforce is key to driving productivity, service quality and organizational performance. Employees want to feel satisfied, recognized and supported in their responsibilities, and they want to believe that their work resonates with their values. Leadership must be prepared to do their part in creating this environment and be held accountable to achieve results. When leaders invest in employee engagement, they reap benefits through higher employee retention, more effective customer relationships and improved performance.

## DATA ANALYSIS AND UNCOVERING THE EMPLOYEE VOICE

The annual Federal Employee Viewpoint Survey provides agencies with a wealth of knowledge about their employees' concerns. However, the survey doesn't provide information on root causes or offer solutions for addressing these concerns.

The Partnership has studied and analyzed the FEVS for years as part of our Best Places to Work in the Federal Government® rankings and helped agencies identify themes and trends that exist in their data. We also examine the unique experiences of employees based on different demographics, occupations, GS-levels and lengths of employment to better address their specific issues. For years, our team has also worked with agencies of all sizes to gather qualitative data through focus groups, pulse surveys and individual interviews. We will work with your team to identify the appropriate number of discussions, participants, themes and processes to ensure employees feel comfortable speaking freely and anonymously.

## DEVELOPING LEADERSHIP PRIORITIES

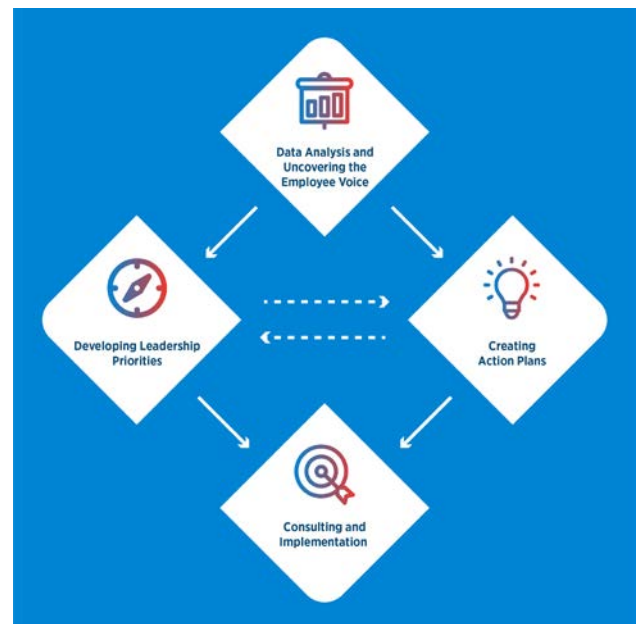
Leaders play an essential role in identifying and designing organization-wide plans to address persistent engagement issues. Our team convenes agency leaders for retreats or workshops to support this work. We use quantitative and qualitative data to facilitate conversations with leaders who will determine agency engagement goals and priorities. We work with leaders to establish norms and accountability mechanisms that ensure their plans are implemented.

## CREATING ACTION PLANS

Our team convenes a combination of leaders, supervisors and employees to create engagement action plans for team- or office-specific goals. Our workshop content is driven by leadership priorities while also allowing individual units the flexibility to address specific challenges identified at their level. We use the Federal Employee Viewpoint Survey and qualitative data to inform the session, helping participants uncover the root causes of their challenges, create clear outcomes and brainstorm key activities to integrate into their action plans.

## CONSULTING AND IMPLEMENTATION

Understanding your data and building action plans are only the first steps. Agencies must establish a strong infrastructure to implement their plans, communicate their initiatives internally and evaluate activities. Each agency's challenges and circumstances are unique, and we will partner with you to ensure a successful outcome. Our services can include: support on internal communications, administering pulse surveys, program evaluation, and additional leadership coaching and support.



Additionally, we help you build cohorts of employees called Engagement Ambassadors to carry out these tasks over the long term. These individuals are essential for ensuring that each team implements their action plans and manages change in a way that guarantees sustainable success—long after our services end.

# DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

## DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY WORKSHOPS

Diversity, equity, inclusion and accessibility is fundamental to organizational success. DEIA has evolved significantly from its affirmative action origins; while there are laws governing the behavior of individuals in the workplace, laws alone will not heal the cultural dynamics and organizational barriers that negatively impact individuals with certain social identities. Too many organizations struggle to create an authentically diverse and inclusive culture; organizations, teams, and individuals need multifaceted lenses to recognize the differences between social identities, be curious about those differences and intentionally seek to better understand them, and consequently be willing to modify behaviors when necessary to build trust and facilitate communication.

The Partnership offers workshops that support federal agencies in fostering DEIA with sessions geared for individual contributors, supervisors and team leads, affinity group members, senior executives and intact teams with expected outcomes ranging from improving general knowledge and skills, to strengthening a team's culture, to developing action plans for new DEIA initiatives.

Because every organization, team and individual are at varying stages of sensitivity, awareness, and agility when it comes to navigating DEIA, we tailor our offerings to the needs of the engagement. All engagements discuss cultural influences at the organizational, team and individual levels, but the desired outcomes will determine the levels of influence emphasized.

Our approach aims to:

- Improve sensitivity by discussing common behaviors and situations associated with marginalization and oppression in the workplace.
- Improve awareness by facilitating discussions and activities where colleagues can share current and previous experiences of marginalization and oppression. This provides them with a direct connection to common behaviors and situations with the hopes of enabling their ability to be empathetic to others who are not like them.
- Improve agility by discussing 'how might you...?' situations and practicing responses to scenarios with their colleagues in attendance.

## DEIA STRATEGIC PLANNING

The Partnership incorporates DEIA principles into our federal government work, including leadership development, employee engagement and talent acquisition. We support federal agencies with formulating their DEIA Strategic Plans to strengthen diversity, equity, inclusion and accessibility in workforce policies, practices and culture.



# FEDERAL TALENT ACQUISITION

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We need a new generation of public servants to keep us safe, respond to emergencies, design high-impact social programs and engage in cutting-edge research. This talent would not only replace those nearing the end of their careers but also bring new skills that would help our country rise to the significant challenges of the day and prepare for what lies ahead.

## RECRUITING AND HIRING ANALYSIS

We provide leaders with assessments 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 deliver a roadmap documenting improved processes for talent recruitment, hiring and onboarding based on innovations and best practices from other federal agencies and the private sector.

## STRATEGIC SOURCING AND RECRUITMENT

Our experts help you think strategically about sourcing and recruiting talent to ensure your outreach is more effective than simply posting a vacancy to USAJOBS. We design strategic recruitment plans that serve as both recruitment guides and project management templates to help you proactively identify resources, schedule events and align efforts across functions. Through our Call to Serve network, the only national system that collaborates with both federal agencies and hundreds of institutions of higher education, and our GoGovernment website, we work with you to promote federal service and recruit the next generation of public servants.

## CUSTOMER INTERNSHIP PROGRAMS

We design and manage internship programs to introduce students and recent graduates to the federal government and help agencies meet critical talent needs. We promote the programs, tap into our vast network to source talent, identify and select high-quality interns, onboard and monitor their experiences, and provide professional development and networking opportunities to maximize their impact and experience.

## IMPROVING INTERNAL COLLABORATION

We design custom workshops to improve internal collaboration between key stakeholder groups such as HR, hiring managers and EEO offices. Sessions focus on building relationships, better understanding roles and responsibilities, and optimizing collaboration and strong outcomes.



## Custom Internship Programs

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, Accenture and federal agencies to recruit, place and develop entry-level cybersecurity talent. This first-of-its-kind public-private partnership attracts the next generation of cybersecurity leaders for our country and addresses the societal problem of student debt. Participants 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 are invited to apply for a position with a corporate partner and may receive loan assistance. Learn more at [gogovernment.org/cybersecurity-talent-initiative](https://gogovernment.org/cybersecurity-talent-initiative).

### 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 [gogovernment.org/rosenthal-fellowship](https://gogovernment.org/rosenthal-fellowship).

### FUTURE LEADERS IN PUBLIC SERVICE

The Partnership's newest internship program places students into funded, federal summer positions in five different tracks: mission support, government contracting, STEM and innovation, public policy and liberal arts. Our program has successfully attracted diverse talent from across the country to spend 10-12 weeks in federal service. We promote and recruit for the program, perform applicant screening and initial vetting. We provide networking and professional development opportunities throughout the course of the internship and help students prepare for the federal hiring process. Learn more at [gogovernment.org/future-leaders](https://gogovernment.org/future-leaders).

### IPA TALENT EXCHANGE PROGRAM

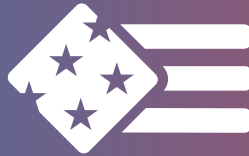
Intergovernmental Personnel Act, or IPA, placements help agencies fill talent gaps. Using a “tour of duty” approach to public service, the IPA allows individuals from academia, nonprofit organizations and state and local government to work in a federal agency for up to two years, focusing on priority programs and projects. Under our program, participating agencies submit position descriptions for IPA assignments while the Partnership identifies potential candidates and matches them to agency needs. After the agency confirms the candidate match, the Partnership works directly with IPA assignees to prepare them for federal service. Our program prepares IPA placements to navigate the federal arena and maximize their impact in the public sector, and enables agencies to more quickly deploy external talent to meet urgent needs. By standardizing the process by which agencies recruit, onboard and manage IPA placements, this program also helps human resources professionals and general counsels improve their knowledge of regulatory concerns and best practices. Learn more at [gogovernment.org/ipa-talent](https://gogovernment.org/ipa-talent).

“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 Ramuditi (Baruch College)*

# CONTACT US

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



## PARTNERSHIP FOR PUBLIC SERVICE

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