



Building a Better Government

OUR CAPABILITIES



PARTNERSHIP
FOR PUBLIC SERVICE

Better government. Stronger democracy.

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,



Max Stier
President and CEO

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.

To learn more, please visit our website: ourpublicservice.org/government-leadership-advisory-council

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



OPEN ENROLLMENT PROGRAMS (FOR INDIVIDUALS AND AGENCIES)

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 and custom training for federal agencies to build leadership and management capacity, encourage innovation and improve effectiveness. We also offer services related to employee engagement and federal talent acquisition. Training and other initiatives range from one-day to multiyear engagements, and can be designed for use agency-wide or for specific teams.

Leadership Development through our Public Service Leadership Institute®



The Public Service Leadership Institute envisions a dynamic and innovative federal government—led by public service leaders of integrity—that effectively serves our diverse nation. As the preeminent source of public service leadership programs, policies and perspectives, the Institute equips federal leaders to deliver on agency missions and strengthen public trust in government.

We recognize that good leaders—working at all levels of the federal workforce—are fundamental to our government’s ability to meet the challenges of today and tomorrow. In a world of complex problems, they spark innovation and drive systemic change, act as stewards of vital public resources and empower employee success, ensuring that agencies meet the needs of those they serve. Our nation

needs elected, appointed and career government leaders of integrity who can unify us in bringing solutions to unprecedented challenges and hope to the people they serve.

This kind of leader rarely appears by accident. The best organizations have a consistent standard for effective leadership and a way to meet it. The Public Service Leadership Model serves as such a standard and the Public Service Leadership Institute’s programs provide government leaders with the skills, knowledge and connections to fulfill it.

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.

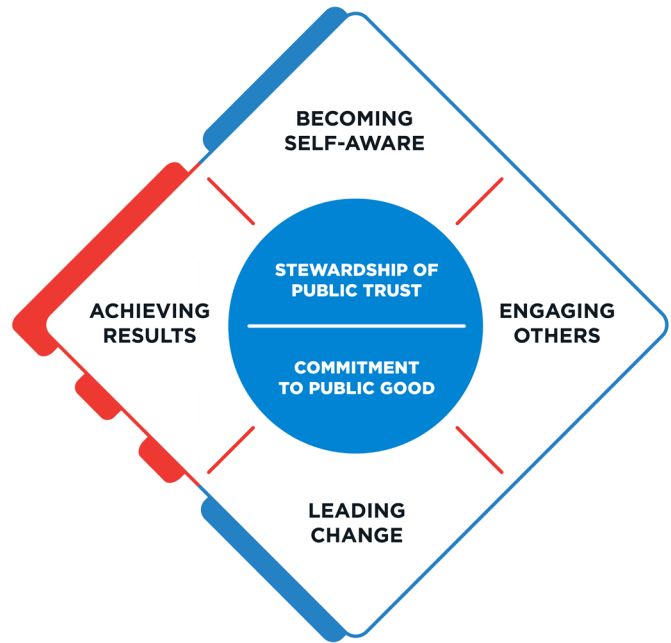
The Core Values of Government Leadership

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.



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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 aligned to 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 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.

Excellence in Government Fellows

Recommended for Leaders of Leaders

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



QUICK DETAILS

- **Duration:** 11 months
- **Structure:** Six four-day sessions and three two-hour check-ins
- **Price:** \$12,900
- **Learn more:** ourpublicservice.org/eig

Session topics:

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

In person or virtual

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. EIG aligns with the [Public Service Leadership Model](#), the standard for effective government leadership and guide for federal employees to reach their leadership potential.

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 Public Service Leadership 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, former director of strategic initiatives, Export-Import Bank of the United States

Gov21

The 21st Century Government Innovation Program

Recommended for Leaders of Leaders

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



QUICK DETAILS

- **Duration:** Three months
- **Structure:** Three two-day sessions
- **Price:** \$3,500
- **Learn more:** ourpublicservice.org/gov21

Session topics:

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

In person or virtual

Gov21: 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.

As a Gov21 participant, you will:

- Use design thinking to strategize, solve problems and develop new initiatives.
- Use behavioral science and data to streamline activities.
- Learn how to facilitate effective meetings.
- Take full advantage of innovation resources to do better and act faster.

Foundations in Public Service Leadership Program

Recommended for Leaders of Teams or Projects

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



QUICK DETAILS

- **Duration:** Seven months
- **Structure:** Nine half-day sessions
- **Price:** \$4,500
- **Learn more:** ourpublicservice.org/foundations

Session topics:

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

Virtual

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 our interactive course content, FPSL includes:

- **Executive coaching:** You will be paired with an executive coach for two one-hour sessions. This is an opportunity to discuss your individual development based on results from your personal 360 leadership assessment and address your current workplace challenges.
- **Accountability groups:** You will workshop ideas and share best practices during class in group break-out discussions and in between sessions.
- **Session pre-work:** Prior to each session, you will be required to read articles and watch videos related to the upcoming session.

“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

Leadership Excellence in Acquisition Program

Recommended for Leaders of Teams or Projects

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



QUICK DETAILS

- **Duration:** Five months
- **Structure:** Five three-day sessions
- **Price:** \$6,999
- **Learn more:** ourpublicservice.org/leap

Session topics:

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

In person or virtual

The federal government's effectiveness directly depends on the strength, expertise and leadership of its mission support—this includes acquisition 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 function and their ability to positively impact strategic decisions.

The Leadership Excellence in Acquisition Program, designed for GS-12 to GS-14 federal employees in acquisition, 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.

Experienced instructors will introduce proven leadership techniques, facilitate engaging conversations, and guide activities and workshops on course concepts.

The Leadership Excellence in Acquisition Program includes:



360 Leadership Assessment

Participants complete a self-assessment based on the Partnership's Public Service Leadership Model competencies and receive 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-cohort networking

Participants engage in networking activities across cohorts to enhance knowledge sharing and build their peer network.



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.

“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

Preparing to Lead

Recommended for Emerging Leaders

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



QUICK DETAILS

- **Duration:** Five months
- **Structure:** One four-hour session and seven three-hour sessions
- **Price:** \$3,500
- **Learn more:** ourpublicservice.org/ptl

Session topics:

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

Virtual

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.

Through the Preparing to Lead program participants will:

- Aspire to continue a career in government service.
- Begin to develop essential leadership attributes.
- Develop a better understanding of self.
- Understand how to build and utilize relationships to more effectively manage responsibilities.
- Think strategically about how to deliver results and contribute to maximum impact on their agency's mission.

Seeking training for GS-1 to GS-6 employees? Contact us at training@ourpublicservice.org.

Emerging HR Leaders

Recommended for Emerging Leaders

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



QUICK DETAILS

- **Duration:** Six months
- **Structure:** Six half-day sessions
- **Price:** \$2,750
- **Learn more:**
ourpublicservice.org/ehrl

Session topics:

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

In person or virtual

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. Experienced instructors facilitate engaging conversations, activities and workshops, and provide reports, case studies and articles to prepare participants for interactive sessions.

“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, Human Capital Officer, Internal Revenue Service

AI Federal Leadership Program



QUICK DETAILS

- **Tuition:** This program is offered at no cost to participants and their agencies. The program is sponsored by Microsoft and Google.
- **Learn more:** ourpublicservice.org/course/ai-federal-leadership-program/

Session topics:

- AI fundamentals
- Designing AI strategy
- Fostering an AI-ready culture
- Establishing AI governance
- Responsibly leading AI
- The future of AI in government

In person or virtual

Artificial intelligence is expected to improve how government works—more so than any other recent technological innovation. From increasing effectiveness and efficiency to finding data insights that can enhance the customer experience, the importance of AI in government is critical. For federal leaders to capitalize on these benefits, they must understand AI fundamentals and how they can use this technology to transform their agencies.

The Partnership for Public Service has extensive experience delivering leadership development programs that strengthen the capacity of federal employees at all levels. Through a partnership with Microsoft and Google, we deliver the AI Federal Leadership Program to cohorts of senior executives across government who are ready to guide their agencies' AI strategy. This program is designed to:

- Educate agency decision-makers on the opportunities around AI.
- Highlight best practices for how to make the case for and develop AI solutions.
- Prepare leaders to incorporate AI technology into their strategies and equip their workforce.

Who Should Apply

The AI Federal Leadership Program is for senior executives (SES/equivalents) and select GS-15s who want to guide their agencies' AI strategy. Applicants from a range of positions are encouraged to apply, and technical AI knowledge is not necessary for acceptance to the program.

Time Commitment

The five-month program consists of a one-hour virtual orientation and six half-day sessions presented monthly. Each session is three hours, and the first five sessions focus on core objectives. The final session summarizes the content learned throughout the program.

Leadership Development Programming for Your Agency



Your agency’s distinct mission comes with a unique set of challenges. We partner with you to tailor or create leadership programs and initiatives to meet specific needs. Content is designed for the operating context and desired behaviors and competencies of your agency’s leaders. Our solutions include off-the-shelf and custom trainings from one-day workshops and retreats to year-long programs.

With our deep knowledge of government issues, we can incorporate timely topics such as presidential transitions, maintaining employee engagement in a hybrid work environment and future of work initiatives. All programs can be designed to be in person or virtual.

EXECUTIVES

- SES Onboarding
- Coaching
- Retreats
- Courses for Political Appointees

TEAMS

- Leadership Training
- Interpersonal Skills Training
- Retreats

Content and instruction at each leader level varies to meet participants where they are in their career. Each leadership competency is critical for all government leaders—but leaders will apply them differently depending on their role and rank within their agencies. We provide leadership development for the following leader levels, as identified in our [Public Service Leadership Model](#):

LEADERS OF ORGANIZATIONS

SES, POLITICAL APPOINTEES

Executive and enterprise leaders, cross-sector, interagency and intra-agency conveners, strategic and organizational change drivers, public-facing leaders

LEADERS OF LEADERS

GS-14 TO GS-15

Office, division, large-team or program portfolio leaders, midlevel supervisors, technical leaders in the field, cross-functional conveners and leaders

LEADERS OF TEAMS OR PROJECTS

GS-12 TO GS-13

Team or work group leaders, project leaders, new supervisors, technical experts, cross-functional liaisons, or direct support to principals

EMERGING LEADERS

GS-7 TO GS-11

Individual contributors, team or work group members, first-time project leaders, aspiring supervisors, developing technical experts

Senior Executive Service Onboarding

Executive onboarding programs help smooth the transition of new SES members into their roles. Curriculum is designed for the unique operating context of each agency and desired behaviors of its executives and focuses on competencies essential for high performance. Through a combination of one-on-one and group-learning activities with optional program components, our SES onboarding programs develop cadres of executives to effectively lead, engage others and drive strong mission performance from the outset of their executive appointments.

Individual Components

One-on-One Executive Coaching

- One-on-one coaching from a certified coach supports leaders who operate in an environment of constant change. Coaches guide leaders to reflect on their leadership management styles, understand how to communicate more effectively with their teams and work more constructively with internal and external stakeholders.

360 Leadership Assessment

- The Partnership's Public Service Leadership 360 assessment helps leaders keep a pulse on the skills and competencies required to lead in government. Based on values such as stewardship and commitment to mission and with practical competencies, the 360 affords SES members an opportunity to evaluate their performance, assess progress and chart a course for self-improvement.

Executive Mentoring

- Executive mentoring affords SES members the opportunity to be paired with a current or former federal leader who provides perspectives to help address challenges and insights that support personal and professional development.

Group Components

Executive Workshops

- Agency-specific content helps SES members gain operational knowledge required to succeed in their roles and build a network of colleagues throughout their department.
- Specialized workshops may include topics such as working with Congress or the media; succession planning; presidential transition; and ECQ-based development.

Group Coaching

- Coach-led facilitated discussions are an opportunity for leaders to work through difficult problems with their peers while under the guidance of a coach.

Action-learning Projects

- Executives tackle high-profile, agencywide assignments addressing real challenges and further develop critical skills and relationships.

Benchmarking

- Convenings with public, private and nonprofit sector leaders to engage executives and inspire them to apply leading management principles in their jobs.

Simulations

- Agency-specific exercises designed to simulate a relevant crisis or scenario requiring cross-department collaboration and executive problem-solving acumen.

Program Spotlight

Executive Development @ Labor

The Executive Development @ Labor Program is an eight-month program for new executives at the Department of Labor. This unique developmental experience supports executives as they transition into their roles, affording an opportunity to strengthen leadership skills and build a cadre of peer leaders across DOL. 100% of FY23 participants responding to our survey agreed that program participation led to new, useful professional connections. Program components include executive management workshops, group plenaries, group coaching, action-learning projects, 360 assessment with executive one-on-one coaching, and optional mentoring.

"I've implemented numerous new strategies corresponding to resilience, time management, strategic thinking. I've also changed some personal habits to better manage the work week." —DOL program participant

Executive Coaching

The Partnership for Public Service provides coaching from professionals who understand that leaders in government operate in an environment of constant change. Whether it is leadership turnover, transition to hybrid work, or crises that impact the health and safety of the public and require leaders to quickly pivot, leaders are routinely asked to be adaptable and lead others through change. To be effective, they need time for self-reflection and growth so that they are best positioned to lead. Coaching offers a space for leaders individually or in groups to explore, experiment, reflect, and take stock of where they can capitalize on strengths and identify opportunities for development that are unique to their journey.

We offer three types of coaching, provided as standalone services or integrated into a broader program or initiative.

- **One-on-one coaching:** Our certified executive coaches guide leaders to reflect on their leadership management and communication styles to work more effectively with their teams and stakeholders. Our coaches provide leaders with new perspectives about their strengths, areas of passion and vulnerability, and opportunities for growth. We offer a supportive environment to explore what is and is not working, and what leaders want to do differently.
- **Group coaching:** Group coaching is an effective strategy when peer leaders face similar circumstances, such as being new to the role or team, implementing new policies or designing initiatives. Coach-facilitated discussions allow members to openly share observations, offer challenges and hold one another accountable for action on real-time issues and opportunities. Participants drive discussion content to ensure sessions have immediate, direct application to their work. Focus areas might include building teams and engaging employees in a hybrid environment; resolving conflict; standardizing communication tools and processes; working outside of silos; remaining flexible to changes in administrations and launching enterprisewide initiatives.
- **Team coaching:** Team coaching builds the ability of teams to collaborate to achieve goals. Teams often struggle to make progress when discussing contentious issues, making decisions, solving problems, executing projects or transitioning through organizational change. Coaches guide members to take ownership of how they work together and support them in making improvements. They 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. Team members are encouraged to take ownership of how they work together.



Public Service Leadership 360 Assessment

The Public Service Leadership 360 assessment developed by the Partnership has been used by thousands of federal leaders. It differs from other 360s in that it does not simply assess technical skills or specific competencies; rather, it is based on current research and feedback about the skills federal leaders need to thrive in the public sector. It is built around the values and competencies in our Public Service Leadership Model and assesses values such as stewardship and commitment to mission, as well as practical competencies such as becoming self-aware, engaging others, leading change and achieving results. The 360 maps to the Office of Personnel Management's Executive Core Qualifications with additions and enhancements that make it uniquely relevant for public servants. The 360 is purchased in conjunction with one-on-one, group or team coaching or as part of a leadership program.

Executive Retreats

Successful executive teams set an agency's vision and priorities, build trust, develop 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 organizational goals. We will work with your team to establish a strategic vision, determine how to implement it within your agency and develop a plan to communicate 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.
- **Strengthening your workforce:** We support leadership teams with strategies for building and retaining the workforce they need to achieve their ambitious goals. We focus on recruitment, onboarding, retention and improving employee engagement to drive external outcomes.

Executive Retreat Spotlight

U.S. Department of Health and Human Services

The Partnership led multiple convenings for Secretary Becerra and the HHS executive team that provided space for training and facilitated discussion on long-term planning and implementation around priority areas of equity, preparedness, behavioral health, access to affordable health care and workforce engagement. Our design supported HHS goals of creating clarity and alignment among the executive team while they continue to build relationships vital to achieving the HHS mission and remain inspired by their work.

Ready to Govern® Courses for Political Appointees

We offer 90-minute 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.

Sessions start at \$6,000 per module. For pricing and for custom sessions, contact us at readytogovern@ourpublicservice.org.



“Ready to Govern provided me with the opportunity to meet fellow presidential appointees with the goal of sharing common questions, concerns and strategies for leadership”

Former Commissioner

Program Features

Accelerate Leadership Capability

- We front-load information and resources appointees need to get acquainted with their agencies and the federal landscape. Using this essential executive-tailored guidance, leaders will be able to avoid common missteps and advance agency productivity.

Advance Policy Priorities

- We prepare appointees to pursue the administration’s priorities. Appointees will learn to optimize relationships with policy enablers, like human resources staff and information technology specialists, to ensure they build strong teams and internal support systems needed to further key initiatives.

Understand Government Structures

- Our curriculum deepens appointees’ understanding of the federal government and the unique aspects of managing within it. We explore key laws, executive orders and regulations that they’ll need to know and use to get things done.

Build Effective Relationships

- For incoming appointees to succeed, they need to quickly build networks with their peers from other agencies. Leaders will develop these relationships through our onboarding events so they can collaborate across government.

Team Engagements

Our solutions for teams and leaders of all levels include off-the-shelf and custom trainings from one-day workshops and retreats to year-long programs.

Choose any of our one- or two-day seminars to help your employees develop the essential competencies from our 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 depends on type of delivery (virtual or in person) and seminar topic.

For Leaders and Staff	# Days	Price
Building Resilience Examine the concepts of resilience and growth mindset and their relevance to coping with change and setbacks, and understand how to build a culture of support to increase team resilience.	1	\$12,500
Crucial Conversations Cultivate active listening skills, practice effective communication, 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
Raising Your Emotional Intelligence Turn self-awareness into more effective actions and apply emotional intelligence principles to enable stronger team performance. Strengthen the ability to handle stress productively and understand the impact of diminished EQ.	1	\$12,500
For Leaders of Teams or Projects	# Days	Price
Driving Innovation Understand how innovation works in the federal context; know the attributes of innovative leaders and how to assess yourself and others; apply a set of tools to specific innovation efforts in your office; and apply assessment and measurement approaches to your innovation efforts.	2	\$25,000
Leading in a Hybrid Work Environment 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	\$12,500
Managing Change Understand the factors that cause resistance to change and how to address them; learn the fundamentals of a change management framework and how to apply it to changes on your team; identify ways to overcome team inertia and address individual resistors that impact team dynamics.	1	\$12,500
Managing Performance Diagnose factors contributing to high and low performance; develop and use tools for improving poor performance; and deploy appropriate strategies for managing varying levels of performance and increasing future performance.	1	\$12,500
For Emerging Leaders	# Days	Price
Leading From Your Level 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 develop a stronger relationship with your manager.	2	\$25,000

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

Aspiring, Mid-Level and Senior Leader Programs

Leadership development programs for aspiring, mid-level and senior leaders are designed to meet specific needs of an agency. We deliver highly interactive programming, understanding that adult learners retain information best by applying knowledge directly in their day-to-day work. Programs include leadership theory and application, group discussion, readings and videos, networking, and discussions with best practice organizations and experts in government leadership.

Our programs' core content has similarities for leading in the federal environment but content and instruction at each leader level varies to meet participants where they are in their career. Examples of optional components include one-on-one and group coaching, leadership assessments, case studies, simulation activities, team projects and mentoring.

Program Spotlight

U.S. Department of Agriculture IT Fellows program

The USDA IT Fellows program for GS-12 to GS-15 IT professionals enhances their abilities to lead projects and teams across the enterprise with an increased understanding of how their roles support USDA's mission, and how they can streamline operations and improve performance. The program consists of:

- Instructional sessions to translate fundamental management principles to real-world job scenarios.
- Action-learning projects focused on critical USDA IT needs such as improving the use of big data in cloud computing.
- Agency speakers and site visits that foster a holistic understanding of USDA's mission and the role of subcomponents.
- Rotational programs that afford the opportunity to work in other positions within USDA and apply skills 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.

Team Retreat Spotlight

Centers for Medicare and Medicaid Services

During the height of COVID-19, a new remote CMS team was formed with employees from across the agency. We facilitated a fun, meaningful retreat with training and teambuilding activities that increased awareness of work styles and individual and team strengths, to improve collaboration and bolster relationships.

Live Webinars



Virtual Leadership Toolkits

Each of our toolkits includes a series of 90-minute live webinars for groups of up to 40 designed to enhance your management fundamentals, leadership skills and workplace strengths. Each toolkit is \$16,000.

Effective Feedback and Accountability

- Pre-Work: Foundations of Feedback.
- Accountability and Trust.
- Effective Feedback- Part 1.
- Effective Feedback- Part 2.
- Effective Feedback- Part 3.

Leading People

- Values-Based Leadership.
- Building Trust.
- Having Difficult Conversations.
- Active and Curious Listening.
- Creating a Healthy Office Culture.

Management Fundamentals

- Building an Effective Team.
- Discover Your Leadership Style.
- Performance Management.
- Effective Delegation.
- Time Management.

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.
- Adapting Your Leadership Approach.
- Building Coalitions.
- Building Trust.
- Creating a Healthy Office Culture.
- Delegating Effectively.
- Developing an Innovative Mindset.
- Effective Feedback and Accountability.
- Effective Hybrid Collaboration.
- Having Difficult Conversations.
- Mastering Your Next Presentation.
- Mentoring Best Practices.
- Mindfulness.
- Navigating Uncertainty.
- Time Management.
- Values-Based Leadership.

Virtual Assessment Workshops

Assessment-based virtual workshops run 3.5 hours and include the following options:

Discovering Your Leadership Style with DiSC®

Overview: Participants will have the opportunity to take the DiSC assessment and review results to learn how their style shows up in their roles. The assessment will also give participants a common language to understand themselves and their colleagues.

Objectives:

- Discover how DiSC styles affect one's workplace communication and relationships.
- Learn your advantages and challenges of working with each DiSC Style.
- Create an action plan to overcome challenges when working with people of different DiSC styles.

Participants: Up to 40 participants

Cost: \$7,000 plus cost of assessments

Developing a Strengths-Based Approach using CliftonStrengths®

Overview: Through the use of the CliftonStrengths assessment, participants will learn to appreciate their natural strengths and the strengths of others to lead dynamic teams.

Objectives:

- Recognize individual talents by identifying your areas of top performance.
- Appreciate your unique contributions and the contributions of the team.
- Invest in your talents to lead with your natural strengths.

Participants: Up to 40 participants

Cost: \$7,000 plus cost of assessments

Engaging in Productive Conflict with the Thomas-Kilmann Conflict Mode Instrument (TKI®)

Overview: Participants will gain an understanding of individual and team responses to conflict through the Thomas-Kilmann Conflict Mode Instrument (TKI).

Objectives:

- Explain the five conflict-handling modes of the TKI model.
- Determine how your conflict styles assessment results show up in your leadership presence.
- Develop skills for assessing conflict situations and selecting appropriate strategies for handling them.

Participants: Up to 40 participants

Cost: \$7,000 plus cost of assessments

Understanding Ourselves and Our Colleagues using Myers-Briggs Type Indicator (MBTI®)

Overview: Participants will use the Myers-Briggs Type Indicator (MBTI), a personality assessment, to understand their own preferences and the preferences of others.

Objectives:

- Reflect on your individual style.
- Learn about the styles of others on your team.
- Develop strategies to work more collaboratively.

Participants: Up to 40 participants

Cost: \$7,000 plus cost of assessments

Cultivating Relationships through the Strength Deployment Inventory

Overview: Through the Strength Deployment Inventory, assessment participants will understand what motivates them, how their motivations impact behavior, how they manage conflict and how this all impacts the way we relate to each other. They will gain a common language for understanding what is important to themselves and others, and learn approaches to communicate with and influence their colleagues to strengthen relationships and drive results.

Objectives:

- Increase your knowledge of yourself and others to build more productive, sustainable relationships.
- Explore team dynamics and strategies to improve communication for better performance.
- Learn to manage and deploy your strengths.
- Learn to anticipate and manage conflict that arises from miscommunication and lack of communication.

Participants: Up to 40 participants

Cost: \$7,000 plus cost of assessments

Federal Workforce Services



For over 20 years, the Partnership has been supporting the federal workforce by researching best practices, advocating for change and directly supporting public servants. We help our government recruit and retain the skilled and diverse talent it needs to effectively serve the public, and we assist agencies in building workplace cultures that are inclusive and engaging, motivating employees to achieve complex programmatic objectives.

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 committed workforce that is engaged in its responsibilities. We support individual departments, agencies and subcomponents with strategies, tools and resources to strengthen workforce engagement.

Talent Acquisition

Our government needs talent, not only to replace those nearing the end of their careers, but to also 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 that open doors to public service and strengthen talent pipelines with diverse mission-driven applicants.

Employee Engagement Services

The Partnership has two decades of experience providing a data-driven and multitiered approach that helps agencies transform their culture. Our Best Places to Work in the Federal Government® rankings show that maintaining a highly engaged workforce is key to driving productivity, service quality and organizational performance.

The Partnership has a team of subject matter experts who use a proven process to help agencies achieve their employee engagement goals.

Data Analysis and Uncovering the Employee Voice

While the annual Federal Employee Viewpoint Survey provides agencies with a wealth of knowledge about their employees' concerns, it offers little guidance for addressing them. The Partnership has analyzed the FEVS for over 20 years as part of our Best Places to Work in the Federal Government® rankings. We have also worked with agencies across government to collect qualitative data to better understand employee perspectives and requests. Our quantitative and qualitative data analysis services include:

- FEVS thematic and trend analysis.
- Demographic analysis.
- Focus groups.
- Pulse surveys.
- Individual interviews.

We will work with your team to identify the appropriate methodology to ensure employees feel comfortable speaking freely and anonymously.

Developing Leadership Priorities

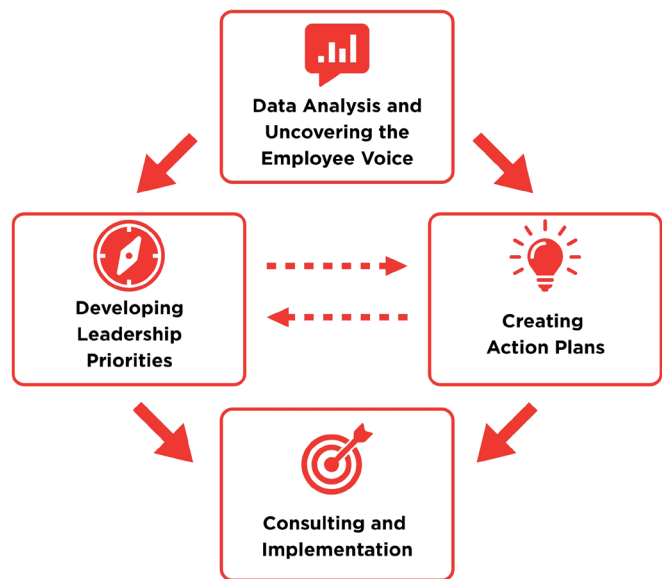
Leaders play an essential role in identifying workforce priorities and designing organizationwide plans to address persistent engagement issues. Without executive leadership paving the way, cultural change is impossible. Our team convenes agency leaders for tailored retreats to create a group commitment for solving the challenges your workforce faces. During the retreat, we will relay themes from our data analysis and work with your executive team to develop an organizationwide engagement strategy to:

- Identify priorities and goals.
- Collectively develop meaningful solutions to address consistent engagement issues.
- Establish norms and accountability mechanisms to ensure plans are implemented.

Our programming also includes collecting insights from your retreat and developing a concrete action plan to address your organization's systemic engagement challenges.

Creating Action Plans

While your executive team develops an organizationwide strategy, each individual unit needs to focus on the unique challenges facing their teams. The Partnership will convene a combination of leaders, supervisors and employees to



create engagement action plans that address team or office-specific goals. Our workshop content is driven by leadership priorities while also allowing individual units the flexibility to address specific challenges. These workshops convene individual units to develop their action plans through:

- Consensus-building on priority areas using the FEVS and qualitative data.
- Uncovering the root causes of the challenges found at specific levels of the organization.
- Creating clear outcomes and brainstorming key activities to integrate into office-level action plans.

We also offer brief consultation sessions to help teams with more established plans refine and finalize them.

Consulting and Implementation

Infrastructure Development

Understanding the data and building action plans are only the first steps. Agencies must establish a strong infrastructure to implement and sustain their plans. Our services include supporting you in developing communications and evaluation plans to ensure your employees are aware of the impact of your initiatives. These offerings include half-day workshops on communications and evaluation.

We also help you build cohorts of employees called Engagement Ambassadors to carry out your engagement strategy 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.

Pricing

Program	Included Services	Cost
Data Analysis and Focus Groups	Ten focus groups (up to 10 people per session), a summary report and a debrief for leadership. The number of sessions can be updated based on your agency's size and needs.	\$40,000
Pulse Survey Administration and Analysis	Set of four pulse surveys administered throughout the year that can be altered based on your agency's needs.	\$12,000
Leadership Retreat	One full-day session for executives across your organization	\$30,000
Action Planning Workshops	One full-day session for an individual office or team	\$15,000 per office
Engagement Ambassador Fundamentals	Two full-day training sessions for employees at your agency responsible for developing and implementing employee engagement initiatives	\$30,000
Advanced Engagement Ambassador Training	Four full-day training sessions for engagement leads and coordinators at your agency	\$60,000
Internal Communications Plan Development	Half-day workshop and post-session communications plan creation	\$7,500
Evaluation Plan Development	Half-day workshop and post-session evaluation plan creation	\$7,500

Your agency may opt for all or a subset of our services. The costs outlined above can fluctuate based on variables such as number of participants, Partnership travel requirements and virtual versus in-person delivery. Depending on the number of services selected, an additional project management cost may be applied.

Implementation of Solutions

Implementing the action items in your plans often requires additional support. Our team has a wide range of experience designing, developing and enacting best practices that your agency may want to pursue to improve engagement. Successful efforts include, but are not limited to:

- Onboarding and mentoring program design and delivery.
- Leadership 360 assessments and individual coaching.
- Leadership training and seminars.

Federal Talent Acquisition

As employment opportunities become more diverse and flexible, our government is facing an increasingly difficult battle recruiting and retaining top talent. The Partnership has deep expertise in sourcing, recruiting and branding to expand your agency's reach into a dynamic labor market.

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 over a thousand institutions of higher education to bring young people into public service, and our GoGovernment website, we work with you to promote federal service and recruit the next generation of federal employees. We offer one-day working sessions for recruiters, human capital professionals and other hiring stakeholders.

Improving Internal Collaboration

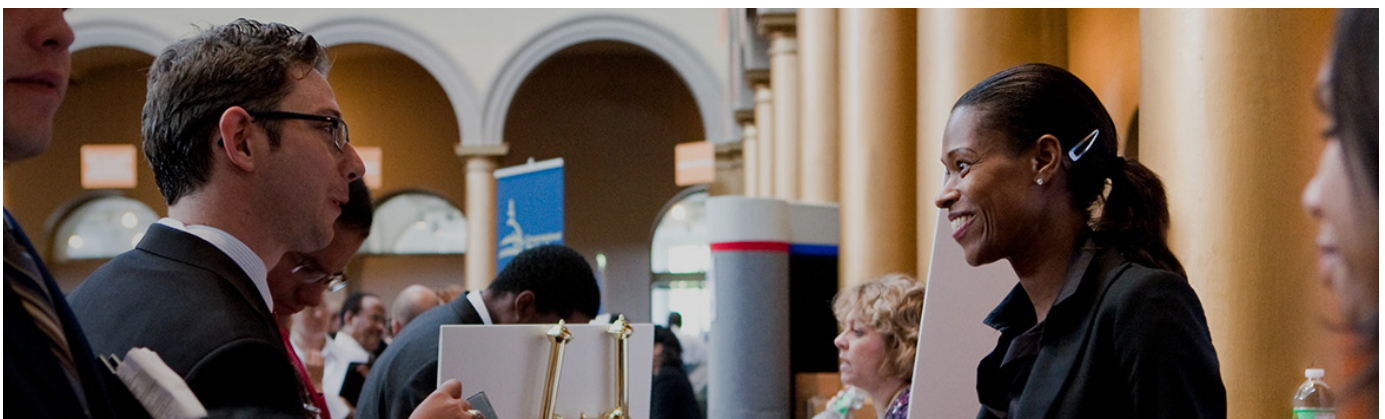
We design in-person and virtual custom workshops to improve internal collaboration between key stakeholder groups such as HR, hiring managers and equal employment opportunity offices. Sessions focus on building relationships, better understanding roles and responsibilities, and optimizing collaboration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

Onboarding New Talent

The Society for Human Resource Management states that nearly 90% of employees decide whether to stay with their new employer within their first six months, making a strong onboarding program critical to your talent retention efforts. Our process is highly collaborative, and our team will work across your organization to codevelop and cofacilitate content.

At the onset of the work, the Partnership will hold a series of focus groups to understand the current state of your onboarding program and solicit feedback from recent employees about knowledge gaps. We will then use our decades of experience in instructional design and facilitation to develop, manage and pilot the program.

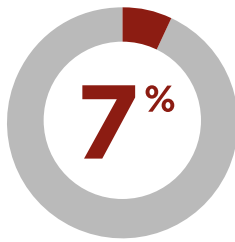
Typical programming includes four sessions dedicated to helping your employees connect to the mission of the organization, build effective cross-organizational relationships, learn essential information to comply with your organization's policies and gain important job-related information. The program can also include two cohort community building sessions and an optional mentoring program.



Future Leaders in Public Service Internship Program



Our nation’s current and future challenges make it imperative that government identify, recruit and retain the next generation of public servants.



As of November 2023, 7% of the full-time federal workforce was under the age of 30.

The Partnership for Public Service manages the Future Leaders in Public Service Internship Program to bring young talent—undergraduate, graduate and professional students from across disciplines—into the federal workforce as paid interns.

Agencies can partner with us on this program to strengthen talent pipelines and fill critical talent needs, and to provide students with a better understanding of the importance and impact of public service.

The Partnership has robust recruitment capabilities and direct connections to over 1,800 career advisors across the country. More than 97% of our Future Leaders participants indicated that they are “likely” or “extremely likely” to pursue a career in the federal government.

Custom Internship Programs

We design and manage custom agency internship programs that introduce students and recent graduates to the federal government and help agencies meet critical talent needs. We source and recruit the talent for your program, identify and onboard high-quality interns, and monitor their experiences. We also provide professional development and networking opportunities to maximize interns’ impact and experience.

FUTURE LEADERS PROGRAM DETAILS

- Our program is offered year-round, with fall, spring and summer cycles.
- Your agency can offer part-time and full-time opportunities, as well as both remote and in-person internships.
- Each internship is 10-12 weeks and provides a stipend to the student.
- The Partnership provides professional development sessions, including orientation and networking events throughout the summer.
- Our program offers eight career tracks:
 - Public Administration (Finance, HR, Management).
 - Science, Mathematics and Engineering.
 - Government Contracting & Acquisition.
 - Liberal Arts.
 - Public Interest Technology and AI.
 - International Affairs (Rosenthal internship).
 - Data Science.
 - Integrated Prevention.

Intern and Early-Career Talent Programming

The Partnership supports federal interns, early-career federal talent and their supervisors, and federal HR professionals with professional development and other training services.

Professional Development for Interns: For federal agencies that recruit interns independently of the Partnership, we offer professional development opportunities for your interns through our Future Leaders program.

- **Standard Offering:**
 - **Audience:** Agency cohort of up to 50 interns (more than 50 for an additional fee)
 - **Program format:** Attend four 90-minute sessions with Future Leaders interns from multiple federal agencies.
 - **Topics:** Introduction to federal hiring and USAJOBS; federal resume workshop; networking with federal employees; and more
 - **Price:** \$14,000 for the four-session series
- **Tailored Offering:**
 - **Audience:** Agency cohort of up to 50 interns
 - **Program format:** A single agency cohort attends four two-hour sessions with an option to add two-hour elective sessions (available only with the four-part series)
 - **Topics:** Making the most of your federal internship/Pathways experience—IDPs, goal-setting and success; USAJOBS/navigating federal hiring; networking with federal employees; building your federal career
 - **Elective topics:** Intern orientation; federal resume workshop; federal career panel
 - **Price:** \$20,000 for the four-session series; \$5,000 for each two-hour elective session

Professional Development for Early-Career Staff: For early-career federal staff we offer agencies a week-long professional development opportunity that builds community and reinforces commitment to mission and public service.

- **Washington, D.C., Leadership Week:**
 - **Audience:** Agency cohort of up to 30 full-time early-career staff
 - **Program format:** Week-long experiential leadership development program that combines classroom training, peer relationship building and visits to iconic Washington, D.C., destinations to connect content with real-world situations
 - **Price:** To be determined based on agency requirements

Training for Intern Supervisors and Federal HR Professionals: The Partnership offers training to help your supervisors and HR teams understand the needs of early-career talent and professionalize their experience.

- **Intern supervisor training:**
 - **Audience:** Agency cohort of up to 30 intern supervisors
 - **Training format:** Half day
 - **Topics:** Providing interns with clear objectives, and a well-planned onboarding and training plan; defining the supervisory structure; establishing norms for communication; professional development and mentoring best practices; managing performance
 - **Price:** \$10,000
- **Working with early-career talent:**
 - **Audience:** Agency cohort of up to 30 supervisors of interns and early-career talent
 - **Training format:** Half day
 - **Topics:** Onboarding, orientation and community building; professional development and mentorship; performance management; best practices for working across generations
 - **Price:** \$10,000

Federal Human Capital Collaborative

The Federal Human Capital Collaborative is a membership-based, active community of federal agencies committed to identifying and addressing cross-cutting federal workforce challenges—from fostering engagement and rewarding performance to making data-driven HR decisions and navigating changing policies on hybrid work and hiring authorities. The Collaborative offers opportunities for human capital leaders to connect over topics of interest during quarterly meetings.

Features, Benefits and Opportunities

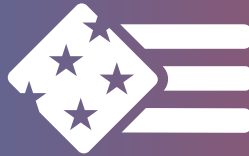
- **Emerging HR Leaders:** A six-month professional development course that provides GS-9 to GS-12 HR professionals with the tools to maximize their impact in government.
- **Advancing HR Leaders Program:** A five-month professional development course for GS-12 to GS-14 HR professionals that focuses on the four core tenets of the Partnership’s [Public Service Leadership Model](#)—self-awareness, engaging others, leading change and achieving results.
- **Public Service Leadership 360:** Our proprietary assessment tool offering federal leaders a reliable way to measure their leadership competencies.
- **Quarterly meetings:** Opportunities to build interagency relationships and to meet with cross-sector experts, which may include thought leaders from other federal agencies, as well as from the academic, nonprofit and private sectors. Participants collectively identify critical issues, highlight best practices, facilitate problem-solving and develop strategies to affect change across government.
- **Research projects:** Members of the collaborative guide research projects that are conducted by the Partnership and focus on questions of interest to chief human capital officers and HR directors.
- **Building a Culture of Engagement:** An online course for members of your team responsible for or interested in employee engagement.
- **Internship and early-career strategic support:** Access to our Internship Coordinator Consortium, which supports cross-agency collaboration on internship programming and early career recruitment.
- **Programmatic updates:** Information on events, research and other resources that can benefit your agency.
- **Legislative and regulatory updates:** Information and discussion on legislative and regulatory developments affecting your agency and workforce.

Agency Size	Price	EHRL or AHRL Enrollments Included	Public Service Leadership 360 Assessments Included
Large (more than 15,000 employees)	\$28,750	12 EHRL or exchange 3 EHRL enrollments for 1 AHRL enrollment (up to 4 AHRL enrollments)	5
Midsized (1,000 to 15,000 employees)	\$16,500	6 EHRL or exchange 2 EHRL enrollments for 1 AHRL enrollment (up to 3 AHRL enrollments)	3
Small (101 to 999 employees)	\$5,000	2 EHRL or exchange 2 EHRL enrollments for 1 AHRL enrollment (up to 1 AHRL enrollment)	2
Micro-agency (fewer than 100 employees)	\$500	0	0

If you are interested in learning more about the Partnership’s Federal Human Capital Collaborative, please contact training@ourpublicservice.org.

Contact Us

For more information or to inquire about our training opportunities, visit ourpublicservice.org or email training@ourpublicservice.org.



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