



# Building a Better Government

OFFERINGS FOR STATE AND  
LOCAL GOVERNMENT



**PARTNERSHIP**  
FOR PUBLIC SERVICE

Better government. Stronger democracy.

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# Leadership Development

## through our Public Service Leadership Institute®



The Public Service Leadership Institute envisions dynamic and innovative government that meets the needs of communities across the country. To realize this vision, the Institute seeks to develop public service leaders of integrity at the state and local levels who effectively serve our nation.

As the preeminent source of public service leadership programs, policies and perspectives, the Institute has a strong track record of helping leaders at all levels of the workforce hone the skills unique to leading in government. We recognize that good leaders are fundamental to government's ability to meet the challenges of today and tomorrow. In a world of complex problems, they spark innovation and drive change, act as stewards of vital public resources and enable employee success, ensuring that government organizations across the U.S. meet the needs of those they serve.

Capable and responsive leaders rarely appear by accident. The best organizations set—and empower leaders to meet—a consistent standard for effective leadership. The Public Service Leadership Model offers this standard, and the Institute's programs provide government leaders with the skills, insights and connections to fulfill it.

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

### **OPEN ENROLLMENT PROGRAMS** (FOR INDIVIDUALS AND AGENCIES, STATES AND LOCALITIES)

Our open enrollment programs convene government employees from across the country, enabling leaders to develop critical connections with their counterparts and collaborate and learn from one another. The result is strong, capable leaders at all levels who drive effective performance. All open enrollment programs can be offered to individual participants. Leaders within a state or local government may also opt to send a full cohort (25-30 participants ).

### **GOVERNMENT SOLUTIONS**

The Partnership offers off-the-shelf and custom training for government organizations to build leadership and management capacity, encourage innovation and improve effectiveness. We also offer services related to employee engagement and talent acquisition. Training and other initiatives range from one-day to multiyear engagements and can be designed for use agencywide or for specific teams.

# The Public Service Leadership Model

## The standard for effective government leadership

The Public Service Leadership Model enables government leaders—no matter their agency, geographic location or role—to evaluate their performance, assess their leadership progress and chart a course for growth. It is built on two fundamental values that motivate public service leaders and anchor the model’s four core leadership competencies. The model was developed based on extensive research and in partnership with the Government Leadership Advisory Council – a group of former CEOs, eminent scholars and former Cabinet secretaries who advise the Partnership on its leadership programs and offerings.

### The Core Values of Government Leadership

#### Stewardship of Public Trust

Leaders in public service must uphold the highest ethical standards as stewards of taxpayer dollars, the workforce they lead and the communities they serve.

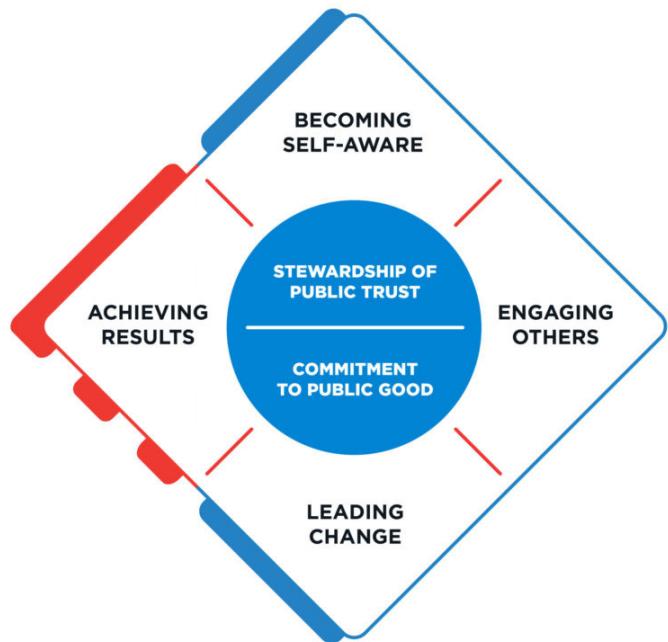
#### Commitment to Public Good

Leaders in public service must uphold a service-oriented mindset to promote the common good and advance the mission of their agencies.

### 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.

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

# 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:** 5 sessions  
(*The first and last sessions will take place over two half days, while the rest will be one-day sessions. Each session day is 3.5 hours long, from 1:00 to 4:30 p.m. EDT.*)
- **three-hour sessions**
- **Price:** \$3,500 per person
- **Learn more:** [ourpublicservice.org/ptl-sl](http://ourpublicservice.org/ptl-sl)

### Session topics:

- Becoming Self-Aware
- Engaging Others
- Achieving Results
- Leading Change
- Stewardship of Public Trust & Commitment to Public Good

Virtual

Our Preparing to Lead program is designed for government employees who want to pursue a career in leadership at their agencies or departments. Participants will develop critical leadership skills to use throughout their career and practice strategies to become a more effective employee.

Through the Preparing to Lead program, enrollees 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 use relationships to more effectively manage responsibilities
- Think strategically about how to deliver results and contribute to maximum impact on their organization's mission

Seeking training for other levels? [Contact us](mailto:training@ourpublicservice.org) at [training@ourpublicservice.org](mailto:training@ourpublicservice.org).

# Foundations in Public Service Leadership

## 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 per person
- **Learn more:** [ourpublicservice.org/fpsl-sl](http://ourpublicservice.org/fpsl-sl)

### Session topics:

- Understanding Yourself
- Recognizing Your Impact
- Cultivating Your Team Culture
- Enhancing Your Team Norms
- Experiencing Change
- Creating Change
- Embracing Change
- Synthesis and Reflection

Virtual

Mid-career professionals must innovate and collaborate to deliver results and ensure their teams 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, this program 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 small group discussions and in between sessions.
- **Session pre-work:** Prior to each session, you will 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.”

Former participant

# Gov21

## The 21st Century Government Innovation Program

### Recommended for Leaders of Leaders

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



### QUICK DETAILS

- **Duration:** Three months
- **Structure:** Three sessions consisting of three half days each
- **Price:** \$3,500 per person
- **Learn more:** [ourpublicservice.org/gov21-sl](http://ourpublicservice.org/gov21-sl)

### Session topics:

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

Virtual

Gov21: The 21st Century Government Innovation Program provides government leaders with new tools to make an impact at their agency or office. Participants learn to make effective, data-driven decisions and gain opportunities to develop 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 move faster

# Excellence in Public Service Leadership:

## For State and Local Government Leaders

### Recommended for Leaders of Leaders

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



### QUICK DETAILS

- **Duration:** 9 months
- **Structure:** Five three day sessions
- **Price:** \$8,900 per person
- **Learn more:** [ourpublicservice.org/eig-sl](http://ourpublicservice.org/eig-sl)

### Session topics:

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

Virtual

The Excellence in Public Service Leadership program, or ExPSL, helps state and local government employees develop strong leadership skills through application-based learning, highly interactive activities, authentic self-reflection, personalized coaching and networking. Graduates will go on to address their organization's biggest challenges, improving its overall effectiveness. ExPSL aligns with the Public Service Leadership Model, the standard for effective government leadership and a guide for public servants to reach their leadership potential. The program is based on the Partnership's Excellence in Government Fellows program, the premier leadership development training for federal leaders for the past 30 years.

The Excellence in Public Service Leadership program:

- **Focuses on results:** With the support of their peers and program coach, participants work on projects that tackle critical issues related to their department or line of work, spanning a wide range of topics. These projects allow participants to apply program lessons to real-life challenges and to drive change at work.
- **Provides the time and space to grow:** By taking place over months rather than weeks, the EXPSL program enables participants to reflect on lessons learned between sessions, while also considering ways to apply those lessons on the job.
- **Facilitates crucial connections:** Participants leave the program with a network of peers and colleagues from across state and local governments.

In addition to one-on-one coaching and a Public Service Leadership 360 assessment, ExPSL offers:



### Coursework

ExPSL uses various learning tools—including simulations and case studies, facilitated discussions, readings and videos, leadership assessments, and hands-on activities—to achieve 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 government employees confront modern challenges. We use evaluation tools throughout the program to measure learning and adapt the program to fellows' needs.



### Speakers and Site Visits

ExPSL incorporates a variety of guest speakers 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 directly engaging with these leaders, EIG fellows make new connections and witness leadership in action. Previous speakers for EIG have included author Stephen M.R. Covey, former CEO of PepsiCo Indra Nooyi and former NASA Administrator Charlie Bolden. When sending a full cohort we can deliver the program in person and incorporate site visits. Previous site visits for EIG have included CitiStat Baltimore, IBM, the NASA Goddard Space Flight Center and various mayor's offices.



### Impact Projects

ExPSL participants apply the course concepts to create a results-driven, action-learning project that aims to tackle a complex issue facing their locality. With support from a small group of peers, 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.



### Coaching

Coaching and feedback are critical elements 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.



### Networking

Throughout the program, ExPSL fellows participate in cohort and cross-cohort activities, and program-wide networking events, to build relationships with peers. By joining a community of leaders from different government organizations, 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.”

Graduate of EIG (which ExPSL is based on)

# AI Government Leadership Program



## QUICK DETAILS

- **Tuition:** This program is offered at no cost to participants and their agencies.
- **Learn more:** [ourpublicservice.org/aiglp-sl](http://ourpublicservice.org/aiglp-sl)

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

The Partnership for Public Service has extensive experience delivering leadership development programs that strengthen the capacity of government employees at all levels. We deliver the AI Government Leadership Program to cohorts of leaders 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 promoting and developing AI solutions
- Prepare leaders to incorporate AI technology into their strategies and equip their workforce to effectively and responsibly use AI

## Who Should Apply

The AI Government Leadership Program is for senior-level public servants and executives who want to guide their organizations' 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



Your 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 to align with the operating context and desired behaviors and competencies of your leaders. Our solutions include off-the-shelf and custom trainings, from one-day workshops to year-long programs.

With our deep knowledge of issues facing public servants, we can incorporate timely topics, such as maintaining employee engagement in a hybrid environment, future of work initiatives, and integrating and developing AI policy. All programs can be designed to be in person, virtual or hybrid.

Content and instruction at each leader level varies to meet participants where they are in their career. Our leadership competencies are 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	LEADERS OF LEADERS	LEADERS OF TEAMS OR PROJECTS	EMERGING LEADERS
Executive and enterprise leaders, cross-sector, interagency and intra-agency conveners, strategic and organizational change drivers, public-facing leaders	Office, division, large-team or program portfolio leaders, midlevel supervisors, technical leaders in the field, cross-functional conveners and leaders	Team or work group leaders, project leaders, new supervisors, technical experts, cross-functional liaisons or direct support to principals	Individual contributors, team or work group members, first-time project leaders, aspiring supervisors, developing technical experts

# Leadership Onboarding Programs

Onboarding programs help new supervisors and executives smoothly transition into their roles. Curriculum is designed to align with the unique operating context of each agency or office and the desired behaviors of its leaders. It also focuses on competencies essential for high performance. Through a combination of one-on-one and group-learning activities with optional program components, our executive and supervisor onboarding programs develop cadres of leaders to effectively lead, engage others and drive strong mission performance from the outset of their appointments. This program can also be adapted for seasoned leaders within agencies and departments.

## Individual Components

### One-on-One 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. The assessment is based on values such as stewardship and commitment to mission and emphasizes practical competencies, enabling leaders to evaluate their performance, assess progress and chart a course for self-improvement.

### Mentoring

- Executive mentoring pairs leaders with a current or former government leader who provides perspectives to help address challenges and support personal and professional development.

## Group Components

### Workshops

- Agency-specific content helps leaders gain operational knowledge required to succeed in their roles and build a network of colleagues across their department.
- Specialized workshops may include topics such as working with political bodies or the media; succession planning; transitions; and executive competencies.

### 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 inspire them to apply leading management principles in their jobs.

### Simulations

- Agency-specific exercises designed to simulate a relevant crisis or scenario that requires 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 the agency. All of our fiscal year 2023 participants who responded to our survey agreed that the program 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 [and] strategic thinking. I’ve also changed some personal habits to better manage the work week.” — Program participant

## Leadership 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 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 uncertainty. To be effective, they need time for self-reflection and growth. Coaching offers a space for leaders—individually or in groups and whether at the federal, state or local level—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 stand-alone 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 who are in different locations; resolving conflict; standardizing communication tools and processes; working outside of silos; remaining flexible to a change in administration; and launching enterprise-wide initiatives.
- **Team coaching:** Team coaching helps teams 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. They also 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 government 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 government leaders need to thrive in the public sector. It is built around our Public Service Leadership Model, assessing 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 is purchased in conjunction with one-on-one, group or team coaching or as part of a leadership program.

# Strategy Accelerator Workshop

Successful teams align their vision and organizational priorities, build trust, develop strategic partnerships and drive innovation within their agencies. The Partnership designs and facilitates the Strategy Accelerator for new and long-standing government teams and leaders to help them reset, focus, collaborate and drive their vision forward.

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

- **Serving as stewards of public trust and committing to the public good.** Explore what it means to be a public service leader. Discover how personal values, vision and mission align with those of the agency and with public service.
- **Creating a team or leadership culture built on trust.** Discuss the current culture and how to strengthen it. Identify team norms that facilitate communication, collaboration, mutual accountability and effective behaviors. Establish concrete actions for implementation and measurement. Learn about one another and bond as a team. Build strong cross-team collaboration.
- **Establishing strategic priorities.** Unify around a shared understanding of leadership's vision and priorities to determine where to focus to achieve impact. Outline an action plan to achieve top priorities.
- **Strengthening the management framework.** Clarify roles and decision-making processes. Develop tools and approaches to improve collaboration. Establish action plans and accountability.
- **Navigating through change and transition.** Discuss what it means to lead change in a rapidly evolving environment. Help others manage change at an individual and organizational level. Explore concepts of resilience, growth mindset, and coping with change and setbacks. Learn best practices for fostering a culture of support to increase resilience.
- **Providing a superior customer experience.** Align on a vision for listening to, understanding and responding to the most pressing needs of customers and partners.

The Partnership has delivered dozens of impactful senior-level engagements for teams across the federal government and across administrations. Examples include the most senior leadership teams at the departments of Health and Human Services, Labor, Housing and Urban Development, Transportation and Commerce.

## Workshop Spotlight

### U.S. Department of Health and Human Services

During the COVID-19 pandemic, the U.S. Department of Health and Human Services had the extraordinary task of managing the health crisis while providing critical support to communities and Americans. During this time the Partnership delivered a series of the Strategy Accelerator sessions to Secretary Xavier Becerra and his senior leadership team to prioritize and align on strategy and work together effectively throughout this time of crisis and its aftermath. They also used these sessions to identify tactical steps they could take to improve outcomes for communities, such as identifying community-based partnerships they could leverage to improve access to affordable care in communities.

## Off the Shelf Offerings: Seminars

Choose any of our one- or two-day seminars to help your teams, offices or groups of employees develop the essential competencies in 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, in-person or hybrid delivery.](#) The maximum number of participants depends on type of delivery ([virtual, hybrid or in person](#)) and seminar topic.

For Leaders and Staff	# Days	Price
<b>Building Resilience</b> Examine the concepts of resilience and growth mindset, and how they enable staff to cope with change and setbacks. Understand how to build a culture of support to increase team resilience.	1	\$10,000
<b>Crucial Conversations</b> Cultivate active listening skills, practice effective communication, and learn how to manage emotions to build better relationships and to create better outcomes for oneself, for others in the organization and for the organization itself.	2	\$20,000 + Cost of Crucial Conversations Toolkits
<b>Raising Your Emotional Intelligence</b> 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	\$10,000
For Leaders of Teams or Projects	# Days	Price
<b>Driving Innovation</b> Understand how innovation works in the government 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	\$20,000
<b>Leading Hybrid or Dispersed Teams</b> Create a shared understanding of how the dispersed work environment affects the employee experience, and explore strategies to manage challenges and implement best practices to successfully lead in this environment.	1	\$10,000
<b>Managing Change</b> 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	\$10,000
<b>Managing Performance</b> 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	\$10,000
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 develop a stronger relationship with your manager.	2	\$20,000

*Expenses will be added for in person delivery outside of the Washington, D.C. area, Partnership space and for catering.*

# Driving Team Performance Workshop

For teams to accomplish their goals, employees must seamlessly work together. Many teams lack the foundation needed for successful collaboration—trust, openness and respect. Others have a strong foundation and look for opportunities to align under new leadership, organizational structures, roles and priorities; to welcome new team members; or to come together to celebrate successes or work through new challenges. The Partnership for Public Service designs and facilitates the Driving Team Performance Workshop for new and long-standing teams to build trust and camaraderie and help establish the norms and behaviors crucial for effective teamwork and mission success.

This one-day session includes two parts: an assessment debrief to help team members learn about their colleagues' work styles and strengths, and then a move to action in one of three topic areas.

The Partnership will administer one of the following assessments and debriefs:

- Discovering Your Leadership Style with DiSC®
- Developing a Strengths-Based Approach using CliftonStrengths®
- Engaging in Productive Conflict with the Thomas-Kilmann Conflict Mode Instrument (TKI®)
- Understanding Ourselves and Our Colleagues using Myers-Briggs Type Indicator (MBTI®)
- Cultivating Relationships Through the Strength Deployment Inventory (SDI®)

The remainder of the session will focus on one of the topics below. The team will produce clear individual and collective commitments to action to reinforce accountability.

- **Norm Setting:** Identifying norms that facilitate communication, problem-solving, decision-making, addressing conflict, collaboration, mutual accountability and effective behaviors.
- **Action Planning:** Establishing strategies and plans to tackle new challenges or priorities and create accountability.
- **Competency Building:** Building critical competencies on your team, such as customer service, conflict management, having difficult conversations or storytelling.

## Team Workshop Spotlight

### Centers for Medicare and Medicaid Services

Facing a crisis, employees across the Centers for Medicare and Medicaid Services formed a new remote team. We facilitated a workshop with training and team enhancing activities that increased awareness of work styles and individual and team strengths. The goal throughout was to improve collaboration and bolster relationships.

# 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:** \$6,000 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:** \$6,000 plus cost of assessments

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

**Overview:** Participants will understand 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 to assess conflict situations and select appropriate strategies for handling them.

**Participants:** Up to 40 participants

**Cost:** \$6,000 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:** \$6,000 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. They will also 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:** \$6,000 plus cost of assessments

## Off the Shelf Offerings: Live Workshops



### Virtual Leadership Toolkits

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

#### Leading People

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

#### Management Fundamentals

- Adapting Your Leadership Approach
- Effective Collaboration Across Locations
- Delegating Effectively
- Effective Feedback and Accountability
- Developing an Innovative Mindset

### Webinar Series

90-minute webinars (live sessions for groups up to 40), available as a series. Individual webinars are \$3,500 each or 3 for \$10,000.

#### Webinar topics

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

# Public Sector Workforce Services



For more than 20 years, the Partnership has helped strengthen the federal workforce by researching best practices, advocating for change and directly supporting public servants. We are excited to now offer our expertise to help state and local government recruit and retain the skilled talent needed to effectively serve the public, and build workplace cultures that motivate employees to achieve complex programmatic objectives.

## EMPLOYEE ENGAGEMENT

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

## GOVERNMENT PERFORMANCE

Our nation's civil service workforce is essential for ensuring effective outcomes in government. However, they need clear direction and prioritization to effectively carry out their department's missions. Our consulting services partner with government leaders to help develop their organization's strategic priorities, manage change and involve constituents in designing effective programming.

## TALENT ACQUISITION

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

# Employee Engagement Services

The Partnership has more than two decades of experience providing a data-driven and multilayered approach that helps organizations 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 federal, state and local government leaders achieve their employee engagement goals.

## Data Analysis and Uncovering the Employee Voice

While annual staff surveys provide leaders with a wealth of knowledge about their employees' concerns, they offer little guidance for addressing them. The Partnership has over 20 years of experience analyzing satisfaction surveys as part of our Best Places to Work in the Federal Government® rankings and can deploy similar quantitative data collection processes for your state or local government civil servants. We have also worked with departments and offices across government to collect qualitative data through focus groups, pulse surveys and interviews to better understand employee perspectives and requests.

We will work with your team to identify the appropriate methodology that provides tangible insights to drive organizational improvement and performance.



## Developing Leadership Priorities

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

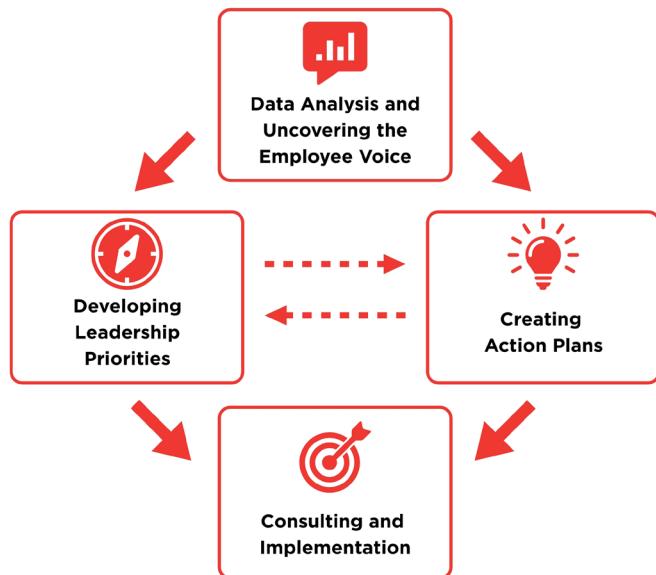
- Identify priorities and goals
- Collectively develop meaningful solutions to address consistent engagement issues
- Establish norms and accountability mechanisms to ensure plans are implemented

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



## Creating Action Plans

While your executive team develops an organization-wide strategy, each individual unit needs to focus on its team's unique challenges. 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:

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

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



## Consulting and Implementation

Understanding the data and building action plans are only the first steps. Departments 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.

We also help you build cohorts of employees called Engagement Ambassadors to carry out your engagement strategy over the long term. These individuals ensure 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
Administering and Analyzing Annual Staff Survey	Developing an annual staff survey, administering it to your workforce, and analyzing the trends and themes. Scope and price may adjust based on your organization's size and needs	\$100,000-\$120,000
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 organization's size and needs	\$40,000
Pulse Survey Administration and Analysis	Set of four pulse surveys administered throughout the year that can be customized to your organization's needs	\$12,000
Executive-Level Action Planning Workshop	One full-day session for executives across your organization	\$30,000
Office-Specific Action Planning Workshop	One full-day session for an individual office or team	\$15,000 per office
Engagement Ambassador Fundamentals	Two full-day training sessions for employees who develop and implement employee engagement initiatives at your organization	\$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	Full-day workshop and post-session communications plan creation	\$15,000
Evaluation Plan Development	Half-day workshop and post-session evaluation plan creation	\$7,500

*Your organization 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 complexity and number of services selected, an additional project management cost may be applied.*

# Employee Engagement Seminar Series

Through the Best Places to Work in the Federal Government® rankings, the Partnership has identified the consistent shared values and expectations of organizations with highly motivated staff. Our Employee Engagement Seminar Series offers three sessions to help your leaders and managers diagnose the challenges they face around these topics and commit to concrete actions to improve workplace culture. The seminars are available for virtual, in-person or hybrid delivery. Each session runs for either a full day, in person, or virtually for two half days. Pricing for each seminar starts at \$12,000.

## Purpose in Action: Aligning Employees to the Mission

Government employees who understand their organization's mission and their role in achieving it are more committed, productive and accountable public servants. Mission alignment ensures that employees perform their duties in support of the organization's goals and deliver better services to the public. This full-day workshop empowers managers to leverage existing frameworks and workforce data to develop customized solutions that enhance mission alignment across the organization.

### Learning Objectives:

- Identify best practices to improve government employees' connection to mission, with an emphasis on entry-level talent, new employees, mission-support roles and frontline worker populations
- Commit to key interventions to strengthen mission connection at your organization

## Recognizing Performance

Government employees who both give and receive effective recognition are more productive and more likely to be retained. Effective recognition contributes to a more efficient organization that can better support the American public. This full-day workshop allows public servants at all levels to find tangible strategies to improve recognition and organizational outcomes.

### Learning Objectives:

- Gain a better understanding of various ways to recognize staff accomplishments
- Identify your organization's available recognition mechanisms and how you can best implement them
- Learn how to give informal, interpersonal recognition for direct reports and team members

## Optimizing Workload and Portfolios

Portfolio misalignment and workload imbalance can have a negative impact on an employee's ability to advance the department's mission. This full-day session will provide front-line supervisors with the tools they need to effectively address workload challenges. Participants commit to supporting employees through challenging periods and identify potential options for distributing work through their teams more effectively.

### Learning Objectives:

- Identify opportunities for realigning staff to core work in a resource constrained environment
- Explore how your workplace supports and constrains employee workloads and determine new norms to support staff in achieving their responsibilities



# Government Performance Consulting Services

As more responsibility flows from the federal level to state and local governments, new leadership competencies and expertise will be required to better govern and serve communities. The Partnership for Public Service offers expert mission-based consulting support based on over 20 years working with the federal government. Our support is focused on the essential services needed to develop an organizational strategy, manage change, lead people and deliver for the public. We commit to providing clear deliverables and actionable results within an agreed upon timeline. Through proven results with such federal agencies as the Centers for Disease Control and Prevention, the Department of Education, the Substance Abuse and Mental Health Services Administration and the Federal Housing and Finance Administration, the Partnership has consistently demonstrated the ability to drive change in government.

Pricing varies based on the scope and complexity of the organization and project.



## Strategic Plan Development

With ever-changing priorities and resource constraints, public sector leaders must have a clear strategy, measurable outcomes and tangible steps for delivering better services to the American public. Our strategic planning services help you refine existing or generate new mission-critical objectives, allocate resources effectively and align contributions across teams. Through key contributor convenings, various information gathering methods and data-driven insights, we will create actionable roadmaps to move the entire enterprise from its current state to the next era of mission delivery.

With a focus on enterprise-wide coordination and long-term sustainability, the final strategic plan will be clear for all stakeholders which is essential as deliverables transition from one team to the next. The scope of work will vary based on needs, but strategic plan development can generally be carried out in three to four months.



## Human-Centered Design Services

Government departments and offices, like private-sector organizations, must deliver services that are easy to access, simple to use and aligned with their customer expectations. Our customer experience and human-centered design services help bridge this gap by ensuring your team's programs are designed with the customer in mind. By identifying customer experience pain points, streamlining access and embedding feedback into every step of decision-making, we can help your team deliver services that truly work for the people they serve, thereby raising public trust in your agencies.

Effective service delivery starts with understanding the people an agency serves. We help agencies identify key customer groups, assess their needs and analyze existing data to pinpoint service gaps. Through stakeholder interviews, surveys and focus groups, we help your team understand the current state, providing guidance for improving services. With a clear picture of customer groups and their needs, we guide agencies through journey mapping and service blueprinting to understand how people interact with services, uncover pain points and identify operational inefficiencies. Our landscape analysis then distills these findings into practical recommendations.

Once problem areas are identified, we help agencies design and test solutions for immediate feedback from your stakeholders and customers. Through codesigned sessions, prototyping and rapid usability testing, we will help you refine services based on this feedback. Our team can also help implement pilot programs, ensuring changes are effective before scaling up. By centering the customer's experience at every step of the process, we help your team deliver more effectively for the people it serves, building trust with the public and improving public outcomes. Typical engagement may range from three to six months. We also offer customizable packages based on your program's needs.



## Change Management Services

Public sector organizations that are facing periods of upheaval need a partner to help navigate leadership and staff through challenging transitional periods. Our change management services equip organizations to effectively lead transitions by articulating a clear vision, identifying root causes of existing gaps, equipping senior executives and supervisors to guide the transition, developing strategies to mitigate disruptions and empowering employees to sustain long-term impact.

The scope of work varies based on organizational needs, but change management development typically require at least three to four months. Our work includes developing clearly defined outcomes, essential activities, key performance indicators, a communication strategy and an outline of necessary investments to sustain meaningful change.

**“The Partnership provided us with the space to create a shared standard.”**

Former CDC Chief Operating Officer, Robin Bailey

# Talent Acquisition

As employment opportunities become more 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. 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 government agencies and over 1,000 institutions of higher education to bring young people into public service—and our GoGovernment website, we work with you to promote government service and recruit the next generation of government 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 and hiring managers. Sessions focus on building relationships, better understanding roles and responsibilities, and optimizing collaboration and strong outcomes.

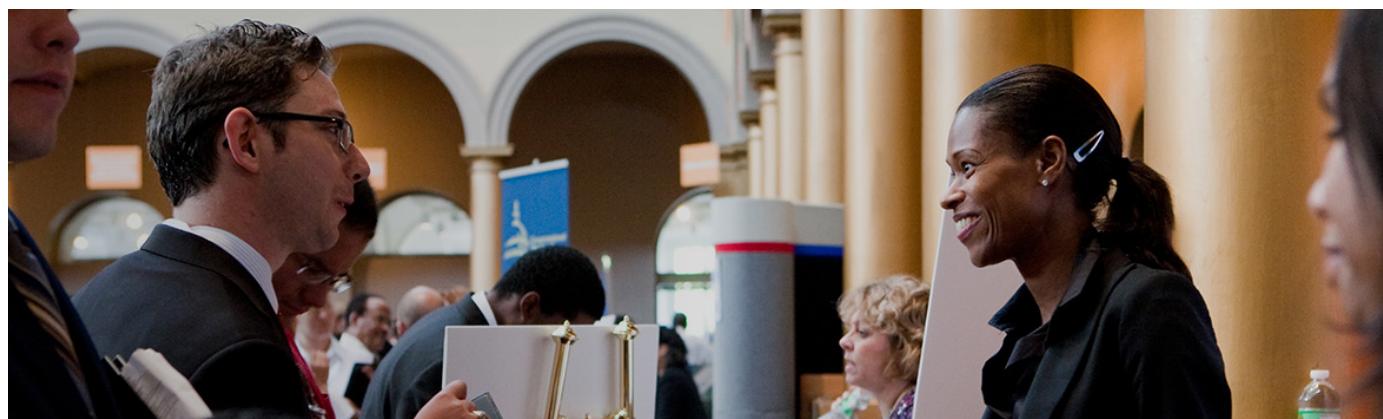


## Onboarding New Talent

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. Building a strong onboarding program is 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.



In 2024, only 12% of state and local government employees were under 30, while 23% were eligible for retirement.

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 government workforce as paid interns.

With an aging public sector workforce and need to recruit the next generation, your agency can help meet this need by partnering with us on our paid internship program that provides students with valuable work experience, an expanded professional network, and a better understanding of the importance and impact of public service.

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. Over 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 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 program term.
- Our program offers seven career tracks:
  - Public Administration (Finance, HR, Management).
  - Science, Mathematics and Engineering.
  - [Government Contracting & Acquisition](#).
  - Liberal Arts.
  - Public Interest Technology and AI
  - Data Science.
  - Integrated Prevention.

# Intern and Early-Career Talent Programming

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



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

- **Standard Offering:**

- **Audience:** 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 agencies. Delivered virtually; in-person programming costs will vary based on travel requirements.
- **Topics:** Introduction to government hiring; resume workshop; networking with government employees; and more
- **Price:** \$14,000 for the four-session series

- **Tailored Offering:**

- **Audience:** Cohort of up to 50 interns
- **Program format:** A cohort of interns attends four two-hour sessions delivered virtually, with an option to add two-hour elective sessions (available only with the four-part series); in-person programming costs will vary based on travel requirements.
- **Topics:**
  - » Making the most of your government internship experience—individual development plans; goal-setting and success
  - » Navigating government hiring
  - » Networking with government employees
  - » Building your public service career

**Elective topics:** Intern orientation; resume workshop; public service 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 full-time 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:** 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 HR Professionals:**

The Partnership offers training to help your supervisors and HR teams understand the needs of early-career employees and professionalize their experience.

- **Intern supervisor training:**

- **Audience:** Cohort of up to 30 intern supervisors
- **Training format:** Half day virtual; in-person programming costs will vary based on travel requirements.
- **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:** 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
- **Price:** \$10,000



**Recruitment Services**

- **Strategic recruitment planning for early-career talent pipeline**

- **Audience:** Cohort of up to 30 recruiters, human capital professionals and other hiring stakeholders
- **Session format:** One-day virtually; in-person programming costs will vary based on travel requirements, working session to help your agency create a strategic recruitment plan and project management template that enables you to proactively identify resources, schedule events and align efforts across hiring functions. Your agency will learn best practices in sourcing and recruiting early-career talent with effective outreach that goes beyond simply posting the job announcement.

- **Price:** \$15,000

## Contact Us

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



# PARTNERSHIP FOR PUBLIC SERVICE

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