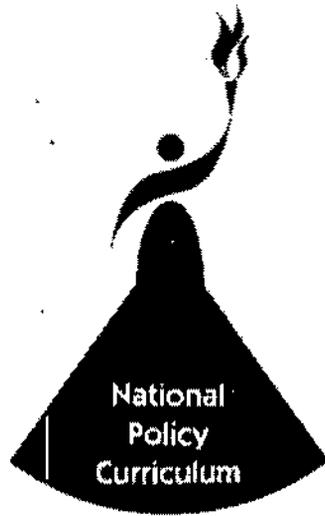


National Policy Curriculum



Policy Seminars

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These programs explore relevant and topical political, social, economic, and cultural issues that affect government decision-makers today. The seminars provide a unique forum for experts and practitioners from across government to explore and debate in an open and informal setting some of the most timely and far-reaching issues facing public sector leaders. By bringing people together across boundaries of mission and organization, the National Policy Curriculum facilitates new thinking and the formation of important relationships for future work.



Countering Terrorism Seminar

This one week seminar examines the threat of terrorism to U.S. security. The increasing number and ferocity of terrorist attacks have led U.S. officials to describe it as a "war". But it is a war that is changing even as it escalates. Will tomorrow's terrorist simply be a more bloodthirsty version of today's, focused on big explosions and body counts, perhaps more indiscriminate, but sticking with conventional explosives? Will tomorrow's terrorist turn instead to chemical, biological, or nuclear weapons to cause mass destruction? Or will tomorrow's terrorist be a sophisticated electronic soldier penetrating and sabotaging the information and communications systems upon which modern society increasingly depends?

Attend this interactive program staffed by experts in the field and find out today's best thinking in this critical area.

*Leadership
Competencies
emphasized
in this seminar*

Continual Learning
External Awareness
Strategic Thinking
Technical Credibility
Political Savvy

Key Results

- Better understand the underlying conflicts that give rise to terrorism
- Examine the possible future course of terrorism
- Review realistic counter terrorism strategies that can evolve with the changing terrorist threat
- Develop ways to exploit the knowledge and experience already gained in dealing with the terrorist threat

Who Should Attend

Defense, intelligence, security and law enforcement professionals, including military officers and state or local officials

Length and Cost:

1 week

\$2,150 includes tuition, materials, meals, lodging.



Dynamics of Public Policy

This seminar focuses on the political, social, economic, and cultural environment in which U.S. public policy is initiated, developed, and implemented. It examines the major policy-making institutions as well as non-governmental organizations whose dynamic interaction shapes policy. Participants acquire both background knowledge and practical experience through a highly interactive public policy simulation exercise.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Influencing/Negotiating
Decisiveness
Oral Communication
Problem Solving
Flexibility
Interpersonal Skills
Technical Credibility
Political Savvy

Key Results

- Analyze selected public policy issues in the context of historical events
- Enhance effective interaction with interest groups, the media, and public opinion
- Understand the constraints and issues stemming from the federal budget
- Interpret congressional intent
- Respond to Presidential directives
- Make better administrative decisions
- Implement policy with greater understanding and greater assurance of success

Who Should Attend

Managers and administrators at GS-14 and above or equivalent who are involved in the development and/or implementation of public policy or who are designated to serve in staff or liaison roles.

Length and Cost:

2 weeks

\$3,300 includes tuition, materials, meals, lodging.



Offered at



Environmental Policy Issues

This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape environmental policy. Participants will examine the Administration's environmental agenda, institutional policy roles, and the future direction of efforts to improve environmental quality.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Influencing/Negotiating
Decisiveness
Creativity/Innovation
Customer Service
Problem Solving
Conflict Management
Technology Management
Flexibility
Technical Credibility

Key Results

- Examine challenges and the evolving role of federal, state, and local governments
- Identify current Administration's policy initiatives and implications
- Review alternative and emerging policy management methods
- Link policy objectives to political, social, and economic issues
- Consider new directions and the future of environmental policy

Who Should Attend

Individuals at GS-13 and above or equivalent who are beginning to be involved with environmental policy decisions or who need a broader policy overview.

Length and Cost:

2 weeks
\$3,300 includes tuition, materials, meals, lodging.



Executive Forum on Current Issues

This forum is an opportunity to examine thoroughly a wide range of current issues that are influencing immediate and long-term executive responsibilities, such as domestic and foreign policies and the progress of reinventing government. The focus of the seminar will be on domestic policy areas and international relations.

*Leadership
Competencies
emphasized
in this seminar*

Continual Learning
Vision
External Awareness
Decisiveness
Customer Service
Flexibility

Key Results

- Implement relevant policies and programs more effectively
- Enhance the organization's performance
- Gain a corporate perspective on current government policies
- Relate policy initiatives to organizational issues
- Develop a global view of the Federal Government's roles and responsibilities
- Increase understanding of the executive environment

Who Should Attend

Key program staff and managers at or above GS-13 or the equivalent. Graduates of the Executive Development Seminar are encouraged to attend.

Length and Cost:

8 weeks

\$3,300 includes tuition, materials, meals, lodging.



Offered at



Federal Budgetary Policies and Processes

This seminar begins with an overview of the political, policy, and macroeconomic forces affecting the federal budget. It then moves to an in-depth explanation of winning budget preparation and to an intensive simulation of the full budget process. Career and political executives with a wealth of experience in the federal budget process are present during the simulation as advisors and consultants.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Influencing/Negotiating
Decisiveness
Creativity/Innovation
Oral Communication
Written Communication
Team Building
Problem Solving
Integrity/Honesty
Conflict Management
Financial Management
Flexibility
Interpersonal Skills
Technical Credibility

Key Results

- Improve skills in effective budget preparation, presentation, and defense
- Discuss pertinent issues with current and former senior budget officials
- Explore relationships between executive and legislative budget and appropriations processes
- Understand the effects of the GPRA and other forces on federal budgeting

Who Should Attend

Program managers and executives at the GS-12 level and above or equivalent who prepare or review their organization's budget and senior federal budget professionals.

Length and Cost:

2 weeks

\$3,300 includes tuition, materials, meals, lodging.



Federal Human Resources Management

This seminar takes an in-depth look at the dynamic world of federal human resources management (HRM) and helps to promote a clear understanding of the new flexibility and authority available to managers. Participants will explore policy and program areas critical to human resource professionals resulting from agencies' HR restructuring, staff reduction, and decentralization of personnel management.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Influencing/Negotiating
Continual Learning
Customer Service
Problem Solving
Management Controls/Integrity
Human Resources Management
Flexibility
Interpersonal Skills
Technical Credibility
Conflict Management
Creativity/Innovation
Decisiveness
Technology Management

Key Results

- Understand the recent and dramatic changes that have occurred in federal HRM
- Explore future HR prospects with top policy leaders
- Learn the best HRM practices
- Review the connections between HRM changes and policy
- Improve the ability to lead and manage organizational change

Who Should Attend

Executives and human resource managers at the GS-14 level or above and equivalent with broad responsibility for HRM policies and programs. This course is not intended for specialists in non-management positions.

Length and Cost:

9 weeks
\$3,300 includes tuition, materials, meals, lodging.



Offered at



Government Performance and Results: Managing Your Organization to Outcomes and Results

This seminar assists federal managers in implementing outcome management techniques consistent with the Government Performance and Results Act (GPRA). The seminar concentrates on the development of strategic plans, annual performance plans, and methods for measuring program results.

*Leadership
Competencies
emphasized
in this seminar*

Vision
Strategic Thinking
External Awareness
Accountability

Key Results

- Understand the national context of GPRA
- Develop the formal, structured, strategic plans required by the GPRA
- Align program activities to annual performance plans
- Clarify organizations' expected outcomes
- Manage outcomes rather than inputs and activities
- Create clear outcome management progress reports
- Implement plans through visualization centers
- Design measurement systems that accurately track results

Who Should Attend

Federal managers or management team members at the GS-13 level or above and equivalent looking to improve their skills in outcome management and/or who are responsible for supporting the implementation of the GPRA.

Length and Cost:

1 week

\$2,150 includes tuition, materials, meals, lodging.

Healthy Watersheds: Community-Based Partnerships for Environmental Decision-Making

This seminar emphasizes community-based partnership-building and decision-making within a unique geographic area. Basic skills, potential pitfalls, and rewarding results of community-based environmental partnering and decision-making will be explored. The seminar provides tools and strategies for building and working effectively in partnerships at the community level. Participants will explore current community-based projects and state-of-the-art approaches through presentations by expert practitioners. In small group settings, participants will actively hone personal and interactive skills necessary to effectively function with various stakeholders in dynamic groups. They will realize the prominent roles that leadership, assessment, plant and animal ecology, ingenuity, and modeling play in sustaining healthy watersheds.



*Leadership
Competencies
emphasized
in this seminar*

Problem Solving
Technology Management
Influencing/Negotiating
Oral Communication
Political Savvy
Influencing/Negotiating
Interpersonal skills

What you will do in this seminar:

- Practice the breadth of technical, scientific, interpersonal, and innovative skills needed to develop a community-based environmental plan.
- Participate in a learning group that challenges, takes risks, explores new ideas and behaviors, and works through conflict to gain insights.
- Apply specific scientific, technical and leadership tools for collaborating with others with diverse personalities and environmental objectives.
- Practice new ways of communicating and problem solving - from stress driven problem solving to proactive problem solving.
- Acquire skills to move your community-based organization to full participation for maximum effectiveness.
- Learn to take advantage of differences among people as an asset for peak organizational performance.
- Observe in-the-field, watershed issues, solutions and practitioners.

Key Results:

- Acquire skills and technical knowledge to work effectively with a variety of stakeholders.
- Learn the phases of community-based environmental planning, partnerships, and decision-making.
- Develop techniques to work effectively in partnerships at the local level.
- Study scientific and technical watershed planning, assessment, and decision-making.
- Recognize how behaviors and attitudes can contribute to or erode group dynamics.
- Learn the evolution and application of environmental regulation.
- Observe how imagination, innovation, and passion help build compelling community-based plans.

Who Should Attend

Managers, team/project leaders, and others involved in making and supporting decisions that affect the environmental quality of watersheds or other geographically defined areas.

Length and Cost:

2 weeks

\$3,500 includes tuition, materials, meals, lodging.



Offered at



Leadership Update Seminar

This seminar is designed specifically for MDC alumni and guests. It offers the most effective and contemporary leadership thinking deemed most relevant for government leaders. While prior attendance to an MDC program is not a pre-requisite, this seminar will build on key leadership competencies covered in our core curriculum. The presenters are among the best of our distinguished adjunct faculty, and each offers a unique perspective on leadership. This very special seminar will not only inform you, but it will also inspire and rekindle your dedication to public service.

At least one key competency under each of the five ECQ's will be addressed in the Update Seminar. (Note: At the time of this issuance, all speakers and topics have not been identified. We delay the selection to assure that we have the latest subject matter and best speakers to offer in this special seminar.) As the seminar shapes up we will keep you updated on our web site.

*Leadership
Competencies
emphasized
in this seminar*

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building
- Coalitions/Communications

Who Should Attend

This seminar is designed specifically for MDC alumni and guests.

Length and Cost:

4 days

\$2,150 includes tuition, materials, meals, lodging.



Management of Information Technology

This seminar will assist federal managers involved with the acquisition and management of information technology. Managers will learn how to develop appropriate criteria for assessing and determining their organization's information technology (IT) requirements. This course will be of particular value to those managers who have responsibilities for implementing selected provisions of the Information Technology Management Reform Act of 1996 (ITMRA), also known as the Clinger-Cohen Act.

*Leadership
Competencies
emphasized
in this seminar*

Strategic Thinking
Customer Service
Decisiveness
Problem Solving
Technical Credibility
Financial Management
Technology Management
Accountability

Key Results

- Understand the requirements of the Clinger-Cohen Act (ITMRA)
- Understand the relationship between the ITMRA, GPRA, and other relevant legislation
- Learn the key guidance for making IT investments
- Develop and use the "business case" to justify IT investments
- Learn about information security and how to safeguard important information
- Learn about the capabilities of electronic commerce
- Improve ability to manage electronic records

Who Should Attend

Managers at the GS-13 level and above or equivalent who are involved directly, or through their staffs, with the acquisition and management of information technology, especially those involved with implementing provisions of the ITMRA, also known as Clinger-Cohen.

Length and Cost:

1 week

\$2,150 includes tuition, materials, meals, lodging.



Offered at



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National Security Policy

This seminar provides a strategic overview of the complex problems surrounding the creation and administration of national security policy. With guest faculty from government, academia, and private business sectors, participants will explore the most compelling national security issues of our time and their interrelationship with U.S. foreign, military, economic, and domestic policy.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Strategic Thinking
Technical Credibility
Technology Management
Political Savvy

Key Results

- Learn the structures of the national security establishment
- Explore the processes involved in national security policy
- Understand the changing nature of external threats
- Identify U.S. defense policy issues into the next century
- Learn about new roles and organizations within the intelligence community
- Review the current political and economic situation in theaters of interest to the U.S.
- Examine the effects of terrorism, proliferation of weapons of mass destruction, and the international drug trade on U.S. national interests

Who Should Attend

Key program staff and managers at or above GS-13 or equivalent who are involved in policy development and program implementation in any area of U.S. national security. Field-grade military officers and above are strongly encouraged to attend.

Length and Cost:

2 weeks

\$3,300 includes tuition, materials, meals, lodging.



Natural Resources Seminar: Policies & Issues

This seminar explores the Federal stewardship of natural resources use and its importance to the continued growth of the United States. By examining alternative strategies for natural resources use and the public benefits those strategies seek to secure, public administrators will be able to assess probable economic, environmental, technological, and social consequences of proposed decisions and actions. Major natural resources and technologies, as well as current processes for choosing policy options, will be surveyed.

*Leadership
Competencies
emphasized
in this seminar*

Vision
External Awareness
Influencing/Negotiating
Decisiveness
Customer Service
Problem Solving
Technology Management
Flexibility
Technical Credibility
Political Savvy

Key Results

- Learn the history of changes in natural resources use, and examine issues of abundance and scarcity and the management of Federal government land responsibility
- Learn current natural resources policy initiatives and Administration priorities
- Gain an awareness of public perceptions of the risks and benefits of alternative strategies for natural resources use
- Examine the balance of multiple policy goals in the natural resources area, including economic and environmental goals
- Understand the role of scientific knowledge and advanced technologies such as Geographical Information Systems

Who Should Attend

Executives, managers, and specialists at GS-13 and above or equivalent who are involved in policy or program management in natural resources.

Length and Cost:

8 weeks

\$3,300 includes tuition, materials, meals, lodging.



Offered at



Science, Technology, and Public Policy

This seminar examines the science and technology policy apparatus and the challenges it faces in the 21st century, providing federal managers with an enhanced ability to understand, anticipate, and respond to those challenges in their agencies. Selected issues of national and international importance are used as vehicles for addressing policy development and implementation of science and technology policies.

*Leadership
Competencies
emphasized
in this seminar*

Continual Learning
Integrity/Honesty
Accountability
Problem Solving
Technical Credibility
Technology Management
Creativity/Innovation
Political Savvy
Influencing/Negotiating

Key Results

- Examine Administration initiatives and priorities in selected areas of science and technology
- Recognize important connections between scientific research and technology development for national goals
- Explore the promise of new technologies and the resulting challenges to public policy in areas such as:
 - national security
 - genetic research
 - computer applications
 - space exploration and development
- Understand the role of science and technology for the national interest
- Learn how economic, political, and social trends affect the future of science and technology
- Understand the relationships between government and the private sector in research and development to address environmental and societal concerns
- Learn about the development, funding, and implementation of science and technology policy in federal agencies

Who Should Attend

Executives, managers, and specialists at GS-14 and above or equivalent whose programs or policies are related to science, engineering, and/or technology. High-performing nominees at the GS-13 level are welcome.

Length and Cost:

2 weeks

\$3,300 includes tuition, materials, meals, lodging.



United States Foreign Policy

This seminar provides an understanding of new directions in the content and conduct of U.S. foreign policy. Participants examine foreign policy development at many levels and the interaction between Congress, the executive branch, and the principal federal agencies.

*Leadership
Competencies
emphasized
in this seminar*

*Vision
External Awareness
Strategic Thinking
Continual Learning*

Key Results

- Increase understanding of policy initiatives and enhance management effectiveness
- Comprehensive perspective on the Administration's foreign policy initiatives and priorities
- Understand U.S. expectations of international organizations
- Learn about America's strategic interests around the world
- Explore relationship of international trade, economic trends, and foreign policy
- Examine progress in controlling terrorism

Who Should Attend

Executives, managers, and specialists at or above GS-13 or equivalent whose programs relate to U.S. foreign policy.

Length and Cost:

2 weeks

\$3,300 includes tuition, materials, meals, lodging.



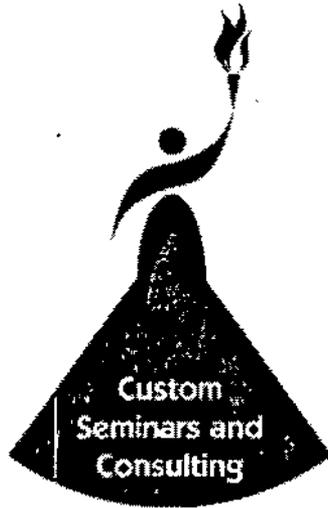
Offered at



“Progress occurs when courageous,
skillful leaders seize the opportunity
to change things for the better.”

Harry S Truman

Custom Seminars and Consulting



Our highly experienced staff at the Federal Executive Institute and the Management Development Centers, together with our network of experts and practitioners in and out of government who work daily with federal managers and executives, can bring their talent to your most important organizational needs. If we can't respond, we'll help find sources that can. All of our programs and services—from either the Management Development Centers or the Federal Executive Institute—can be tailored to the unique requirements of your organization.

Customizing and Consulting with Strategic Partners

All of our programs and services from the Management Development Centers and from the Federal Executive Institute can be tailored to the unique requirements of your organization...

Individual and organizational assessment – we draw on a broad array of instruments and methods to support your specific work force planning, performance management, leadership development, and organizational change needs. Specially tailored assessment programs can provide organizational survey data, diagnosis, and interpretation. Tailored programs for profiling individual skills can provide more viable and specific individual development plans.

Custom designed seminars – we develop tailored programs using the best of our expertise, faculty, and methodology to your unique requirements, at our facilities or yours. Our Assessment Programs, Team Curriculum, and Communications Programs particularly lend themselves to your agency or intact team environment, and all of our titles can be customized to meet your unique needs.

Hands-on work with teams of every kind – executive, strategic planning, project, virtual – we can assess, coach, facilitate, and help teams learn to practice these skills themselves. We will work with you on pre-planning, methodology, and documentation of results to insure you get the best possible results for your team.

Organizational consultation – when you want to improve performance or solve a problem, but are unsure where to start. We work with you to clarify your situation and the outcomes you want, implement effective interventions, and develop plans for results, actions, and measurement.



Custom and Consulting Services

- *Has a Federal Executive Institute or Management Development Center program you recently attended helped you identify a critical issue that should be addressed throughout your organization?*
- *Do others in your agency need a similar program so you can jointly address issues using the same tools?*
- *Can colleagues with high performance potential benefit from coaching today as you plan your leadership structure for tomorrow?*
- *Do you need help identifying the key organizational issues affecting agency performance?*
- *Would an intensive, long-term relationship with a world-class management and executive development provider help keep your agency on the path to success?*

Our alumni often ask us about custom designed programs, organizational assessments, and consulting. In order to meet these needs, we have developed services that can be used singly or as part of a Strategic Partnership to improve agency performance. The service areas are:

- Custom Seminars
- Facilitated Planning and Development Programs
- Coaching
- Organizational Assessment
- Consulting

Custom Seminars

Federal Executive Institute and Management Development Center programs can be custom designed to meet the unique requirements of your organization. We can draw on our best expertise, faculty, and methodology to tailor seminars and workshops to meet your specific development needs.

Facilitated Planning and Development Programs

Some organizations face major changes in mission, budget, or technology. Others face serious internal issues caused by reorganization or downsizing. All need to be clear on the steps they must take to meet the challenges of tomorrow.

A Facilitated Planning and Development program will help your team work together on strategic planning, performance improvement, or other critical issues. Our faculty members are skilled guides for teams seeking direction through the maze of confusing choices, impenetrable roadblocks, and sudden changes of plan.

Faculty will begin to work with you well before the first team session. Discussing the organization's key issues and culture, they will develop the most effective program methodology for your situation. They will manage the program effectively, insuring that everyone is heard and that the group reaches consensus. Then they will document the results to insure that you get the most from your program.

Skilled facilitators using approaches tailored to meet the organization's needs result in effective programs and high-quality experiences for participants. These results have led many organizations to return for annual planning or follow-up sessions.

Coaching

Continuity in leadership is essential to your organization's long term success. Successful organizations insure that members of the management and executive teams have the critical leadership skills to carry out the mission. In the face of rapid organizational and staffing changes, they insure that someone is prepared to succeed in each key leadership role.



The best organizations help their leaders lead effectively through one-on-one development of critical skills. Coaching programs are designed to help you with this process. They pair developing leaders with highly skilled and experienced coaches to improve performance.

Coaching programs benefit both the experienced mentors and the developing managers and executives. They teach how to generate more loyalty and commitment from others, work more effectively with people and teams, and share responsibility for success and failure. Well-coached leaders at all levels will help your organization perform at the highest level.

Organizational Assessment

Our organizations today are complex entities. Diverse staffs range widely in age and cultural experience. Abrupt changes in staff size follow downsizing or crisis-driven budget increases. Missions are added, subtracted, and modified. Organizational culture issues affect approaches to work and to change itself.

Leaders need to understand their organizations in order to maximize performance, and our Organizational Assessment activities are designed to increase understanding. Using tools ranging from staff and customer interviews to sophisticated instrumentation, our faculty will gather the information needed to understand the operation.

The product of each Organizational Assessment activity is a report of our findings for you and the key members of your leadership team. The report focuses not only on the way things are, but also on specific action steps you can take to meet your organization's goals for the future.

Consulting Activities

Sometimes an individual development experience or a short-term team program cannot meet all of your organization's needs. Sometimes an organization's leaders are concerned about performance but are unsure of how to make improvements. Other times, they need a framework for taking the team to the next level.

Consulting Activities are designed to improve your organization's progress. They are distinguished by three characteristics:

- Unique faculty perspectives grounded in regular contact with a cross-section of key federal leaders
- Training for your personnel so important analytical tools and job skills remain available throughout your organizational improvement effort
- Cooperative action planning for the future so you can continue work following the Consulting Activity.

The result is a consulting approach that is sensitive to your needs and constraints, and that will enlist your staff in carrying out a long-term improvement plan.

Strategic Partnerships

Federal Executive Institute or Management Development Center faculty work in conjunction with senior agency leaders to develop long term and wide ranging Strategic Partnerships in support of organizational improvement. Strategic Partnerships help key staff members articulate common principles of leadership. Then program participants focus on developing competencies they can use to bring leadership principles to life across their organization.

Working closely with agency leaders, program planners bring years of experience and insights gained from constant contact with federal managers and executives to designing Strategic Partnership programs. They integrate Custom and Consulting Service program elements that address the issues identified as most important by agency leaders in an effectively paced and smoothly flowing program design.

Agencies identify key leaders as participants in Strategic Partnership programs. As the program elements are delivered, faculty members closely monitor responses through formal and informal evaluation processes. This insures that programs meet participant needs.

Post-program evaluation, ranging from follow-up surveys to assessment of the program's impact on agency performance, helps senior agency leaders assess the program's impact on participants and determine additional steps to be taken.



Succession Planning Services

Identifying and preparing potential leaders not only for their current responsibilities but for the future in your agency is one of the most important tasks of leadership and human resource management.

We can bring our considerable resources, in partnership with you, to design and deliver succession planning strategies along with leadership development opportunities. These strategies can include developing: succession program principles, application and selection processes for a formal succession project, program milestones, and competency identification

Our faculty will assist in the design of a supporting leadership development program curriculum that incorporates senior mentor selection and development, assessment and feedback, tailored individual development plans, formal training opportunities and on-the-job development activities focused on appropriate competencies.

Arranging Custom and Consulting Services

Custom and Consulting Services are usually initiated by alumni of Federal Executive Institute or Management Development Center programs. These alumni begin to focus in a new way on systemic issues. They realize that they need help in making the changes necessary to move forward.

We can help. Our commitment to continuous learning allows us to provide a wide range of programs that are tailored to meet specific agency development needs. To learn more about Custom and Consulting Services, contact:

For the Federal Executive Institute:

Donna Sweeney

Federal Executive Institute
1301 Emmet Street
Charlottesville, Virginia 22903-4899
Telephone: 804-980-6200
FAX: 804-979-3387
TDD: 804-980-6299
Email: cel@opm.gov, or

For the Management Development Centers:

Dennis Center

Management Development Centers
3151 S. Vaughn Way, Suite 300
Aurora, Colorado 80014-3513
Telephone: 303-671-1010
FAX: 303-671-1018
Email: dlcenter@opm.gov

We will work with you to develop a budget for your Custom and Consulting program. Budgets will cover all instructional services, course materials, audio-visual and other equipment, and lodging, meals, and breaks where appropriate. We receive no appropriated funds and must recover all program costs through reimbursement. We will work with you to identify the most appropriate form of reimbursement (e.g., agency bank card, Training Form, Purchase Order, MIPR, OPAC/SIBAC, etc.) and to minimize paperwork.



Leadership for Results

a new program of the Federal Executive Institute

Does your agency need a program that:

- Addresses strategic, cross-cutting business issues?
- Develops managers and executives through significant work assignments?
- Furthers ECQs of executives who have had substantial training?
- Builds networks among top managers/executives?
- Gives top leadership a chance to get a closer look at high-potential, future leaders?

FEI's Leadership for Results Program is based on research which shows that executives learn critical leadership skills from stretch assignments at work—if they consciously reflect on their efforts. The program is for agencies that want executives to focus on a significant business issue and learn at the same time. With the support of a high-level agency champion, each participant works on a key issue. Each executive joins a team of 5 or 6 other executives and has their help in thinking through the issue (and helps them in turn). Each team has support from an FEI faculty coach throughout the program.

The Program Design

The Leadership for Results Program begins with the identification of a significant business issue, a high level champion for the issue, and a program participant (or team, if the agency wants a team to work on the issue). After a contract is signed between the participant (or team) and issue champion, pre-work for a residential program is next. This includes exploration of the issue and completion of needed individual assessments. Next comes an opening residential segment, followed by monthly work on the issue and one-day monthly team meetings. The program concludes with presentations to issue champions and a final residential segment.

The Leadership for Results Program can be offered as a customized program for any organization that wishes to put two or more teams of 5 to 6 participants in the program. A customized version of this program can be an excellent way to have a team of managers/executives work on a significant business issue and/or to develop the abilities of teams of managers/executives from across an agency to work together and to develop a broad perspective on agency problems and issues. Please contact Donna Sweeney, Registrar, on 804-980-6200 or via email at cdl@opm.gov if you would like to discuss development of a customized version of this program.

“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein

A full program description is found on page 38.

“ . . . today, on every continent, people look to America for leadership. That serves our interests, which are global. It benefits our people, who want a future that is secure, prosperous, and free. And it reflects American character and ideals.”

Madeline K. Albright

Special Services



- 72 Executive in Residence Program
- 74 The Management Conference Service
- 76 The Executive Master of Public Administration Degree (MPA)

In addition to the five paths comprising the Leadership Journey, we have developed a suite of complementary programs and services tailored to the specialized requirements of our constituency. The **Executive in Residence Program** provides for the assignment of GS-15 and Senior Executive Service (SES) members from various agencies to the Institute as visiting faculty members. Our **Masters of Public Administration Program** offers a flexible approach to earning a master's degree, whereby course work can be tailored to fit a student's individual needs and career objectives. And **The Management Conference Service** makes available our outstanding residential meeting and lodging facilities for management and executive training, conferences, and off-site agency planning sessions.



The Executive in Residence Program

Summary

America's dynamic and diverse democracy requires public sector leaders with unparalleled experience, leadership, and dedication. The Office of Executive and Management Development (OEMD) invites applications for Executives in Residence (EIRs) to prepare these public sector leaders. Executives in Residence are career government executives who serve as visiting full-time faculty members at three residential learning facilities. EIRs join a team of permanent and adjunct faculty members working to:

- Create, share, and apply knowledge and skills to address the challenges faced by public sector organizations
- Develop the values and competencies that are the foundation of public service, transcending individual professions and missions
- Offer state-of-the-art learning experiences in world-class learning environments

Benefits

Both the individual EIR and his/her agency benefit from the faculty appointment. Advantages identified by past EIRs include the opportunities to:

- Share knowledge and experience with rising government leaders
- Be exposed to a diversity of "cutting edge" training and performance improvement strategies
- Develop and renew self both professionally and personally
- Meet and network with a wide variety of individuals from all government agencies
- Research and discuss a variety of leadership and management issues
- Work on special projects for their home agency
- Bring new skills and perspectives back to their home agency to improve its programs and services

Site Responsibilities

Executives in Residence participate in many different activities during their residency. These responsibilities differ somewhat according to the site at which they serve.

The Federal Executive Institute (FEI)

EIRs at FEI are fully integrated into the daily learning and training environment. After an initial training period, EIRs are given the opportunity to facilitate Leadership Development Teams, which consist of 8-9 senior executives attending the Institute's four-week residential program. The second major responsibility of EIRs involves coordinating the entire four-week residential program, Leadership for a Democratic Society and shorter programs of FEI's Center for Executive Leadership. Other essential but less frequent responsibilities include: advising and counseling executives in their career track and personal leadership style; developing and presenting training sessions, courses, and simulations; and researching and investigating a variety of innovative leadership and management issues.



The Western Management Development Center (WMDC)

As at FEI, the EIRs at the WMDC in Aurora, Colorado are fully integrated into the daily learning and training environment. After an initial training period, EIRs are given the opportunity to be program managers and facilitate leadership courses. The leadership courses at WMDC include a variety of one or two week residential programs that focus on a broad spectrum of leadership levels and skill development. EIRs will coordinate and have responsibility for conducting these leadership programs during their tenure. Other essential but less frequent responsibilities include: advising and counseling managers in their career track and personal leadership style; developing and presenting training sessions and simulations; and researching and investigating a variety of innovative leadership and management issues.



The Eastern Management Development Center (EMDC)

The EMDC in Shepherdstown, West Virginia has a flexible program which offers agencies an opportunity for selected staff to work with the EMDC for periods of time ranging from three months up to one year. Specific assignments will depend on the interests and needs of the agency, the individual and the Center. All assignments will enable the EIR to experience, hands-on, a range of EMDC's residential leadership development programs by leading or assisting EMDC staff in program development and delivery and/or by undertaking special projects to further EMDC's mission.



Qualifications

All interested applicants for the Executive in Residence Program must meet the following qualifications:

- Two-year commitment
(The Management Development Centers may consider a one year commitment)
- SES or GS-15 level
(The Management Development Centers may consider high potential GS-14 candidates)
- Extensive leadership and management experience
- Strong communication and interpersonal skills
- Home agency's willingness to provide salary and benefits, as well as relocation or travel costs.

Other desirable qualifications include (one or more of the following):

- Experience in training and development
- International experience
- Information technology expertise
- Experience managing diversity
- Business acumen
- Advanced academic study

Most successful EIRs display many of the following personal attributes:

- Integrity
- Initiative
- Flexibility
- Team-orientation
- Self-awareness

OEMD views diversity as an important advantage for public organizations of the 21st century. Women, minorities, and persons with disabilities are strongly encouraged to apply.

Contact:

Should you have any questions or need any clarifications on the Executive in Residence Program, please contact the Deputy Director of FEI, at the address, phone number, or e-mail below. All application materials concerning the Executive in Residence Program should be directed to: Deputy Director, The Federal Executive Institute, 1301 Emmet Street, Charlottesville, VA 22903. 804-980-6231 • fei@opm.gov

Application Process

Four Executive in Residence positions will be filled in the spring and summer. Two of the positions will be at the Federal Executive Institute and one each at the Eastern Management Development Center and the Western Management Development Center. Two additional positions will be available at FEI (January-April, 2001). Candidates for all positions should apply now.

Application Timeline

- April-May Marketing of EIR Positions and Collection of Application Packets
- May-June Screening of Applications
- May-June Interviews with leading candidates
- June-July Offers made
- July-September . . Start dates (later for 2001 candidates)

Include in Application Packet:

- Nomination letter from the agency, including a statement of the agency's commitment to sponsoring (paying salary, benefits, and relocation costs) the candidate for the period of appointment;
- Resume
- Outline of any experience in teaching, training, facilitating, and public speaking
- List of five professional references;
- Statement of availability (month/year) and an order of preference for the three locations

...and detailed written responses to the following questions:

1. Why do you want to serve as an EIR? What could you contribute to the Federal Executive Institute or the Management Development Centers programs? Include areas of professional expertise and/or areas of professional development you would like to pursue.
2. What are your greatest strengths and weaknesses? How did you develop these strengths? Have you done anything to overcome these weaknesses?
3. Describe the difference between a leader and a manager. What experience do you have in these roles?
4. Please describe the most significant leadership challenge you have encountered in your career and how you resolved it. What do you see as the most significant challenges facing Federal executives over the next 1 year? 5 to 10 years?
5. Why would your organization sponsor you for the Executive in Residence Program? What benefit(s) do you see your organization deriving from your assignment here? What benefit(s) would you derive?



Offered at



888-676-9632 • www.opm.gov/leader

The Management Conference Service

The Management Conference Service was created by OPM to make available to other government organizations—on a reimbursable basis—residential meeting and lodging space and food services to conduct management and executive development, conferences, and off-site agency executive strategic planning sessions.

Versatile conference space, excellent food services, and outstanding recreation facilities are offered under one roof, in a location chosen for accessibility, natural beauty, and relaxed quality of life.

An experienced government meeting planner will work with you to ensure a successful event that is tailored to your specific needs.

Available Services

- First-Class Conference & Lodging Space
- Food and Beverage Service
- Audiovisual Equipment
- Administrative Support
- Professional Facilitation
- Easy Access to DC Metro Area and Dulles Airport
- Planning Assistance
- Package Pricing
- No Bids/Requests for Proposals

Eastern Management Development Center

Shepherdstown, WV

The Center

The Eastern Management Development Center (EMDC) in Shepherdstown, West Virginia, is a self-contained, residential facility for executive and management development, located 70 miles from downtown Washington, DC.

The Center combines 168 deluxe hotel lodging rooms, complete food and beverage services, office space, and 14,000 square feet of conference space, including four state-of-the-art classrooms, each designed for groups of up to 50 participants. Classrooms are equipped with ergonomic chairs and tables, video/computer monitors, built-in white boards, and wired for computers and

modern lines. Two classrooms can be divided, and each has five dedicated breakout rooms, allowing for small group sessions.

In addition, the Center offers: a student lounge with continuous beverage service; a resource center (library with Internet access); a technology center with 20 student computers; a student business center with FTS access, copiers and FAX; and a fitness center/pool. Audiovisual and onsite administrative support can be provided. Meeting/banquet rooms for groups of up to 400 are also available.

The Area

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, West Virginia, once considered a site for the nation's capital, balances its past with the future by blending history, education, culture, and recreation in such a way that it attracts a diverse and vibrant population. Having been dubbed Georgetown West, this small cosmopolitan community, with the many amenities it has to offer, is conducive to meeting the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town.

Transportation

Travel to the Center in Shepherdstown can be easily accomplished. Driving from Washington, DC, or Baltimore, MD, takes less than two hours. Train service operates between Shepherdstown, WV and Washington, DC. A shuttle service operates between Dulles Airport and the Center.

Other Facilities

Under certain circumstances similar facilities can be made available at the Western Management Development Center near Denver.



The "Package Plan":

The charge is \$170 per person, per day. This represents a "package" plan that is arranged through an Interagency Agreement (or some agency transfer of funds) between your agency and OPM. This means that participants do not pay for their rooms and meals on their own and are not reimbursed via per diem. Generally, the Interagency Agreement eliminates the need for agencies to obtain bids or perform a full procurement process.

The \$170 covers everything needed:

- Single Lodging Room
- 3-meals per day (starting with dinner the night of arrival, and breakfast and lunch the next day)
- Refreshment breaks
- Classroom and breakout space
- Audiovisual Equipment
- Copies
- Faxes
- FTS phone use
- Use of the Technology Center
- Library with internet access
- Office space (if needed)
- As well as use of the hotel's Fitness Center, pool and jacuzzi

Meals are served buffet style in the Byrd Federal Dining Room (used exclusively for EMDC and MCS participants). Lunch and dinner offerings include soups, salads, hot and cold main courses, vegetables, breads, desserts and beverages.

For More Information

If your agency would like to: discuss available dates at the Center; receive additional information about OPM's Management Conference Service; or receive a briefing for your staff or a tour of the Center, contact:

Gary Gibson, Director
 Management Conference Service
 Eastern Management Development Center
 101 Lowe Drive
 Shepherdstown, WV 25443-9601
Phone: 304-870-8017
Fax: 304-870-8001
Email: gegibson@opm.gov

The Center is available for use by government organizations through reimbursable agreements. Agencies should reference the Economy Act in such agreements.

The Management Conference Service is one part of OPM's full family of leadership development services. For information about other ways we can help meet your leadership development goals through seminars and workshops and specialized consultation on your particular needs.



Offered at



The Executive Master of Public Administration Degree (MPA)

offered by

University of Colorado at Denver

Graduate School of Public Affairs

and the

Management Development Centers

The Executive Master of Public Administration Degree (MPA)

The Graduate School of Public Affairs (GSPA) at the University of Colorado at Denver and the Management Development Centers of the U.S. Office of Personnel Management have formed a partnership to offer an innovative program for selected senior-level professionals in the public and non-profit sectors.

Through the Executive MPA program, students can earn a master's degree while dramatically improving their leadership competencies. The program is designed to be flexible—course work can be tailored to fit a student's individual needs and career objectives. Through a choice of formats, including on-line courses and weekend or week-long intensive meetings, students can fit their studies into the framework of their busy lives.

Participants

The Executive MPA is intended to serve managers of all sorts of public agencies—federal, state, and local—and those from the non-profit sector as well. It is designed for several types of managers:

- Public or non-profit sector executives who seek the opportunity to engage in structured study and reflection on contemporary theory and issues in public management and policy
- Senior professionals contemplating a career change who feel they might profit from acquiring an advanced degree and a deepened understanding of public affairs
- Managers on the verge of promotion into senior ranks who wish to upgrade and update their analytic, managerial, and leadership skills

The Program Design

Like GSPA's regular MPA, the Executive MPA option requires 36 semester hours of credit.

Coursework begins with a very special experience called the Assessment Seminar. Students explore their own managerial and leadership styles, their personality type and their level of competence in a variety of executive skills. A group of highly skilled trainers and psychologists administer and interpret test results, with participants using this self-knowledge to plan their MPA degree coursework (2 credit hours).

During their program, students participate in one of the Management Development Centers' Leadership Training Seminars. These programs focus on developing competencies identified by the federal government as necessary for its highest-level managers, the Senior Executive Service (4 credit hours).

Students select four courses from among the six core courses offered by GSPA. The core courses include:

- Governance and Institutions
- Organizational Management and Change
- Policy-making in a Democracy
- Leadership and Professional Ethics
- Information and Analytic Methods
- Economics and Public Finance

These courses may be taken on-line, or for students who live in Colorado, they may be taken at one of GSPA's sites (Denver, Colorado Springs, or Grand Junction) (12 credit hours).

Students also take five elective courses, which may be selected either from the offerings at the Management Development Centers or from GSPA. Both partners provide a wide variety of courses; GSPA also has four areas of concentrated study, in Environmental Management, Policy and Law, Local Government, or NonProfit Organizations (15 credit hours).

At or very near the end of their program, students participate in an Advanced Seminar. In this course, students engage in a self-designed Professional Project that integrates their new skills and knowledge. In addition, they re-assess their professional competencies, charting the progress they have made during the program and designing a plan for future developmental experiences.



Most students take approximately two to two-and-a-half years to complete the degree. Completion within two years would require enrolling in six units per term and in each of the academic year's three terms (Fall, Spring, and Summer).

Class Locations and Logistics

Seminars at the Western Management Development Center are held at its facility in Aurora, Colorado (a suburb of Denver). Students reside at the adjacent Denver Holiday Inn Southeast while attending. Seminars at the Eastern Management Development Center are held at its facility in Shepherdstown, West Virginia and students reside at the adjacent Clarion Hotel and Conference Center. Classes at the Graduate School of Public Affairs are held on the Auraria Campus in downtown Denver, at its campus in Colorado Springs, or at Mesa State College in Grand Junction. Students must make their own living arrangements for these courses.

The on-line courses require a personal computer with a modem, a graphics card and a sound card, and access to the Internet through an Internet Service Provider.

Admission to the Executive MPA

Each year, a class of up to 20 students will be selected for the program. Selection will be on the basis of potential for academic success and on the applicant's level of managerial experience, as well as on their desire for and potential to profit from executive-level education and training. A baccalaureate degree is required.

For students with limited executive experience or lower undergraduate GPAs, test scores on a standardized test such as the GRE, GMAT or LSAT are an excellent way to strengthen a candidate's application.

Applications may be submitted at any time; they are reviewed once a year, on November 1st. Applicants will be notified of the Admissions Committee's decision by November 15th. Accepted students agree to participate in the initial Assessment Seminar during the term in which they are accepted to the program.

Tuition

The cost of the program will vary depending upon tuition rates, fee levels, and on the mix of courses selected by the student. Information on current tuition levels may be obtained on the GSPA or for more specific information, contact Pete Wolfe at the Graduate School of Public Affairs.

Assessment

The Executive MPA begins with an intensive, in-depth Individual Assessment Program where the graduate students evaluate their strengths and overall effectiveness as organizational leaders. Extensive pre-work is required prior to the program as students collect input from bosses, peers, customers, and direct reports on observed leadership styles, job strengths and behavioral preferences. During class, attendees participate in numerous lectures and activities in addition to receiving feedback from multi-rater assessments, diagnostic instruments, group feedback, and one-on-one consultation with assessment faculty and psychologists. Through the use of video-taped experiential activities, participants will review their experiences at several levels and assist others with observations and insight. The Assessment Program concludes with participants completing a personal development plan to improve their performance, have greater impact on organizational success and that serves as a foundation for MPA coursework.

For More Information

Additional information can be obtained from a visit to the GSPA web site at Gspa.cudenver.edu under PROGRAMS/Executive MPA.

Students may also contact GSPA through email by writing to

Mr. Pete Wolfe at GSPA

(Pete.Wolfe@gspa.cudenver.edu) or the Western Management Development Center (wmdc@opm.gov) 888-676-9632 or 303-671-1010.

To obtain a complete Program Description and application materials, please contact:

Mr. Pete Wolfe

University of Colorado at Denver

GSPA/Campus Box 142

P.O. Box 173364

Denver, CO 80217-3364

Pete.Wolfe@gspa.cudenver.edu

303-556-5985



Offered at



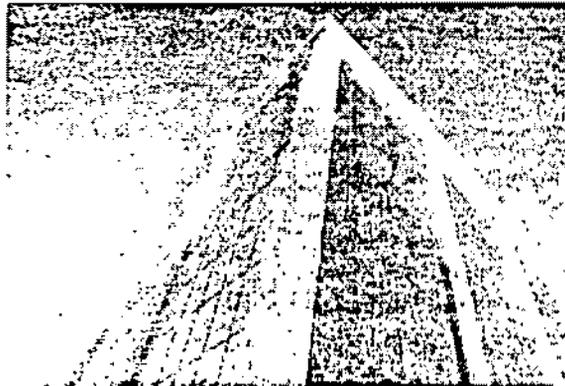
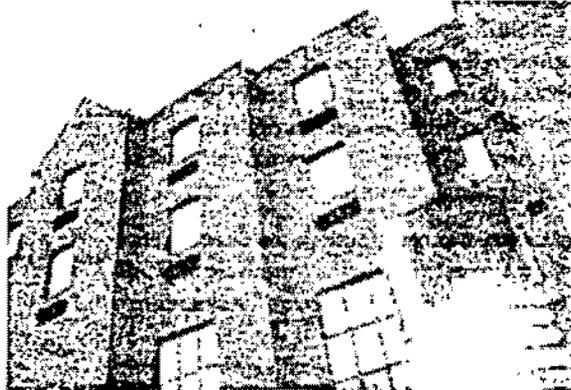
“...the critical importance of our federal
programs demands the highest level of
talent in our career leadership.”

President Lyndon Johnson

October 1968

Locations

- 80 Federal Executive Institute
- 81 Eastern Management Development Center
- 82 Western Management Development Center



Federal Executive Institute

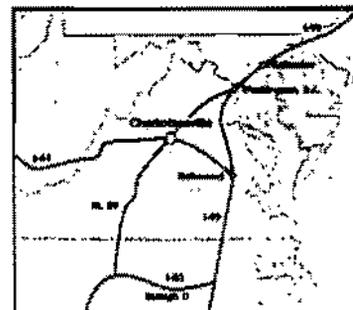
Charlottesville, VA

For over 30 years the Federal Executive Institute (FEI) has served as the Federal Government's development center for senior executives. FEI brings SES members and high-performance GS-15s together for programs that help executives develop broad corporate viewpoints, understand their constitutional roles, and enhance essential skills.

FEI's programs help participants and work teams build a healthier working culture by exchanging ideas on improving individual program performance. FEI programs bring executives together for a single program. They work individually, in teams, and as a group with FEI faculty. The FEI faculty comprises a wide range of professionals from academia and private consulting and training organizations, along with Executives in Residence—senior government leaders on special assignment at the Institute. The interaction of participants and faculty creates a rich, stimulating, and diverse learning community at FEI. This setting affords the opportunity to explore personal and professional issues in a nonjudgmental environment.

FEI's facility and its setting also contribute to the learning environment. Located approximately two hours southwest of Washington, D.C., FEI is removed from the constant interruptions of daily work. The fourteen-acre campus is in the heart of the bustling university community of Charlottesville, Virginia, but is secluded by woods and terrain. In addition to the University of Virginia, the homes of three of the nation's first six presidents are nearby. FEI program participants often visit Thomas Jefferson's Monticello, James Madison's Montpelier, and James Monroe's Ashlawn-Highland as part of the program or on their own.

The campus is a self-contained center for living and learning. Participants stay in comfortable private guest rooms and eat well-prepared, health-conscious meals. Programs are presented in comfortable on-site classrooms. When not in class, executives exercise in the Alumni Fitness Center, play volleyball or basketball, or use our Susan B. Anthony Library. Quiet spaces for walking, relaxation, and conversation round out the facility. All facilities are accessible to persons with disabilities.



Federal Executive Institute

Barbara Garvin-Kestes, Director
1301 Emmet Street
Charlottesville, VA 22903-4899
Voice: 804-980-6200
TDD: 804-980-6299
Fax: 804-979-1030
Email: fei@opm.gov



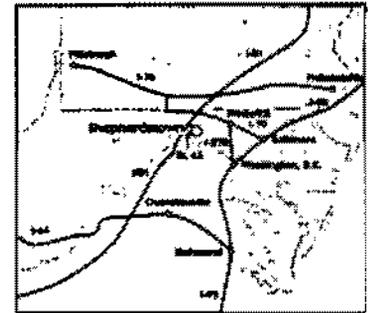
Eastern Management Development Center

Shepherdstown, WV

The new EMDC in Shepherdstown, West Virginia, is a self-contained, executive and management residential training facility, located 70 miles from downtown Washington, DC. The Center houses OPM's residential training courses for governmental leaders in the areas of management and public policy.

Nestled in the Blue Ridge Mountains above the Potomac River, Shepherdstown, West Virginia, once considered as a site for the nation's capital, balances its past with the future by blending history, education, culture, and recreation in such a way that it attracts a diverse and vibrant population. Having been dubbed Georgetown West, this small cosmopolitan community, with the many amenities it has to offer, is conducive to meeting the needs of the metropolitan area while still maintaining a cozy and quaint atmosphere for the state's oldest town. It was recently the site for the Israeli and Syrian Peace Talks.

The Center combines 168 hotel-quality lodging rooms, complete food and beverage services, office space, and 14,000 square feet of training space. The state-of-the-art classrooms are equipped with ergonomic chairs and tables, video/computer monitors, built-in white boards, and are wired for computers and modern lines, and have dedicated breakout rooms.



Eastern Management Development Center

Barbara Smith, Director

101 Lowe Drive

Shepherdstown, WV 25443-9601

Voice: 304-870-8000

Fax: 304-870-8001

Email: emdc@opm.gov



Western Management Development Center

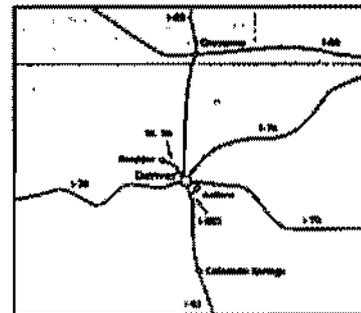
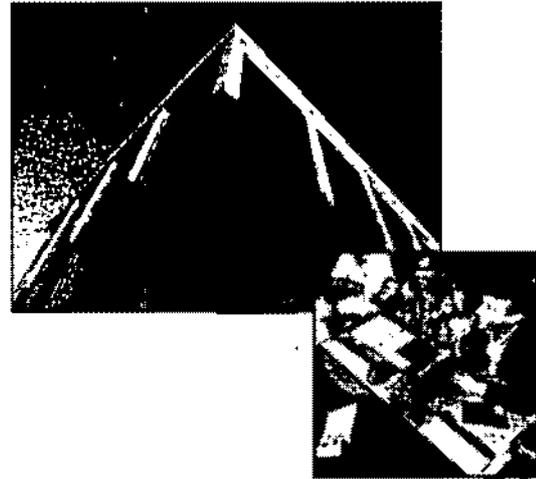
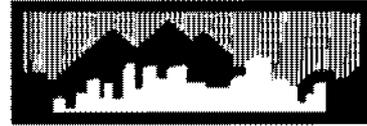
Denver, CO

The Western Management Development Center is a campus-style learning environment convenient to both the Denver metropolis and the vast natural and recreational resources of the majestic Rocky Mountains. It is 30 minutes from Denver International Airport in Aurora, Colorado, a suburb of Denver.

The WMDC campus is a self-contained center for living and learning. Participants stay in comfortable private rooms and are served well prepared, health conscious meals. Classrooms and breakout rooms are spacious, comfortable, and well equipped.

The Center offers a library, computer facility, full-service fitness center, and places for informal gathering to foster reflection, conversation, and networking.

Additionally, the town of Aurora offers challenging golf courses, recreational areas such as the Aurora and Cherry Creek Reservoirs and community parks with extensive interconnecting trails and open space system for hiking and aquatic pursuits. Aurora also boasts a mild and dry climate with more than 310 days of sunshine a year.



Western Management Development Center

Joe Wienand, Director

Cherry Creek Place

3151 South Vaughn Way, Suite 300

Aurora, CO 80014-3513

Voice: 303-671-1010

Fax: 303-671-1018

Email: wmdc@opm.gov



SCHEDULE: Programs of the Federal Executive Institute

(C) = Charlottesville

360 Degree Leadership

Pg. 22 \$1,595

M105 Mar 8-9 '01 (C)

Building High Performance Organizations for the 21st Century

Pg. 34 \$1,995

M114 Feb 20-23 '01 (C)

Creative Leadership: Making Your Organization More Entrepreneurial

Pg. 35 \$2,395

M111 June 20-22 '01 (C)

Designing a Learning Organization

Pg. 36 \$1,595

M117 Jul 19-20 '01 (C)

Executive Coaching

Pg. 23 \$1,645

M103 Jan 17-19 '01 (C)

Executive Communication Skills: Leading the Process of Change

Pg. 24 \$2,395

M118 Jul 23-27 '01 (C)

Innovation in Government Lab

Pg. 39 \$1,645

M112 Sep 19-21 '01 (C)

Leadership for a Democratic Society

Pg. 11 \$9,450

\$10,150 (Applied Learning Program)

Program 263

Oct 22-Nov 17 '00 (C)

Program 264 (Applied Learning Program)

Nov 26-Dec 8 '00 and Apr 8-20 '01 (C)

Program 265

Jan 7-Feb 2 '01 (C)

Program 266

Feb 4-Mar 2 '01 (C)

Program 267 (Applied Learning Program)

Mar 11-23 '01 and Jun 3-15 '01 (C)

Program 268 (Applied Learning Program)

Mar 25-Apr 6 '01 and Jun 17-29 '01 (C)

Program 269

Apr 29-May 25 '01 (C)

Program 270

Jul 15-Aug 10 '01 (C)

Program 271

Aug 12-Sep 7 '01 (C)

Program 272

Sep 16-Oct 12 '01 (C)

Leadership for Results

Pg. 40 \$8,450

M109

Oct 15-19 '00 (C)

Nov 13 and Dec 11 '00 (C)

Jan 16 and Feb 12 '01 (C)

Mar 4-6 '01 (C)

M110

Jul 8-12 '01 (C)

Aug 6 '01 (C)

Sep 10 '01 (C)

Oct 15 '01 (C)

Nov 5 '01 (C)

Dec 9-11 '01 (C)

Strategic Management for Executives

Pg. 44 \$1,645

M113 Mar 7-9 '01 (C)

The Aspen Institute Executive Seminar

Pg. 47 \$1,995

M101 Feb 5-9 '01 (C)

M102 Jun 25-29 '01 (C)

The Aspen Institute Leading Change in Government Seminar

Pg. 48 \$1,945

M106 Mar 27-30 '01 (C)

M107 Aug 7-10 '01 (C)

The Leadership Assessment Experience

Pg. 19 \$2,645

M108 May 15-18 '01 (C)

To register or for more information for the Federal Executive Institute:

Telephone: 804-980-6200 • Fax: 804-979-3387 • fei@opm.gov • www.opm.gov/fei



Offered at



804-980-6200 • www.opm.gov/fei

SCHEDULE: Programs of the Management Development Centers

(S) = Shepherdstown (D) = Denver (E) Europe

Alternative Dispute Resolution

Pg. 33 \$2,150
Oct 30-Nov 3 '00 (S)
Aug 6-10 '01 (S)

Countering Terrorism Seminar

Pg. 50 \$2,150
Jan 22-26 '01 (D)
Jul 30-Aug 3 '01 (S)

Developing Customer-Focused Organizations

Pg. 37 \$2,150
Oct 30-Nov 3 '00 (S)
Nov 13-17 '00 (D)
May 14-18 '01 (S)
Aug 27-31 '01 (D)
Sep 24-28 '01 (S)

Developing High Performing Teams

Pg. 29 \$2,450
Dec 18-22 '00 (D)
Mar 26-30 '01 (D)
Jun 11-15 '01 (D)
Aug 6-10 '01 (D)

Diversity: A Business Necessity for the Millennium

Pg. 38 \$2,150
Nov 27-Dec 1 '00 (D)
Dec 11-15 '00 (S)
Feb 12-16 '01 (D)
Mar 19-23 '01 (S)
Jun 18-22 '01 (D)
Sep 24-28 '01 (D)

Dynamics of Public Policy

Pg. 51 \$3,300
Apr 30-May 11 '01 (S)
Aug 6-17 '01 (S)

Environmental Policy Issues

Pg. 52 \$3,300
Mar 19-29 '01 (D)
July 9-19 '01 (S)
Sep 17-27 '01 (D)

Executive Assessment Program

Pg. 18 \$3,750
Feb 12-16 '01 (D)
Sep 10-15 '01 (D)

Executive Development Seminar: Leading Change

Pg. 10 \$3,300
Oct 16-26 '00 (D)
Oct 30-Nov 10 '00 (S)
Jan 16-25 '01 (D)
Feb 5-16 '01 (S)
Mar 5-15 '01 (D)
Mar 19-30 '01 (S)
Apr 16-26 '01 (D)
May 7-17 '01 (D)
May 14-25 '01 (S)
Jun 4-15 '01 (S)
Jun 18-29 '01 (S)
Jul 9-19 '01 (D)
Jul 23-Aug 3 '01 (S)
Aug 6-16 '01 (D)
Aug 20-31 '01 (S)
Sep 10-21 '01 (S)

Executive Forum on Current Issues

Pg. 53 \$3,300
Apr 16-27 '01 (S)

Executive Supervisory Skills

Pg. 25 \$2,150
Jan 8-12 '01 (D)
Jul 30-Aug 3 '01 (D)

Federal Budgetary Policies and Processes

Pg. 54 \$3,300
Apr 2-12 '01 (D)

Federal Human Resources Management

Pg. 55 \$3,300
Apr 30-May 11 '01 (S)

Government Performance and Results: Managing Your Organization to Outcomes and Results

Pg. 56 \$2,150
Dec 11-15 '00 (S)
Apr 2-6 '01 (D)

Healthy Watersheds: Community-Based Partnership

Pg. 57 \$3,300
Oct 30-Nov 9 '00 (D)
Jun 4-14 '01 (D)

Leadership Assessment Program

Pg. 16 \$3,750
Dec 11-15 '00 (S)
Feb 26-Mar 2 '01 (S)
Mar 26-30 '01 (S)
Apr 23-27 '01 (S)
May 21-25 '01 (S)
Sep 24-28 '01 (S)

Leadership Communications Workshop: Interpersonal Communication

Pg. 26 \$3,300
Dec 18-22 '00 (D)
Jun 4-8 '01 (D)
Aug 20-24 '01 (D)

Leadership Communications Workshop: Representing Your Agency to External Audiences

Pg. 27 \$3,300
Feb 12-16 '01 (D)
May 7-11 '01 (D)
Sep 10-14 '01 (D)

Leadership Potential Seminar

Pg. 6 \$3,300
Nov 27-Dec 8 '00 (S)
Jan 29-Feb 8 '01 (D)
Mar 5-16 '01 (S)
Mar 19-29 '01 (D)
Apr 16-27 '01 (S)
Apr 30-May 10 '01 (D)
Jun 11-21 '01 (D)
Jun 18-29 '01 (S)
Jul 9-20 '01 (S)
Jul 9-19 '01 (D)
Aug 6-17 '01 (S)
Sep 10-21 '01 (S)
Sep 17-27 '01 (D)

Leadership Skills for Non-Supervisors and Non-Managers

Pg. 28 \$2,450
Apr 9-13 '01 (D)
Aug 13-17 '01 (D)

Leadership Update Seminar

Pg. 56 \$2,150
Dec 5-8 '00 (D)

Management Assessment Program

Pg. 17 \$3,750
Dec 11-16 '00 (D)
Feb 26-Mar 3 '01 (D)
Mar 19-24 '01 (D)
Jun 18-22 '01 (D)
Jul 30-Aug 4 '01 (D)
Aug 27-Sep 01 '01 (D)

To register or for more information for Management Development Centers:
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SCHEDULE: Programs of the Management Development Centers

(S) = Shepherdstown (D) = Denver (E) Europe

Management Development Seminar: Leading Organizations

Pg. 9 \$3,300
 Oct 18-27 '00 (S)
 Oct 30-Nov 9 (D)
 Nov 27-Dec 8 '00 (S)
 Dec 11-21 '00 (D)
 Jan 22-Feb 2 '01 (S)
 Jan 29-Feb 8 '01 (D)
 Feb 26-Mar 9 '01 (S)
 Mar 5-15 '01 (D)
 Mar 19-30 '01 (S)
 Apr 2-13 '01 (S)
 Apr 16-26 '01 (D)
 Apr 30-May 11 '01 (S)
 May 14-24 '01 (D)
 Jun 4-15 '01 (S)
 Jul 9-19 '01 (D)
 Jul 9-20 '01 (S)
 Aug 6-16 '01 (D)
 Aug 20-31 '01 (S)
 Sep 4-13 '01 (D)

Management of Information Technology

Pg. 59 \$2,150
 Feb 5-9 '01 (D)
 May 7-11 '01 (D)
 Aug 20-24 '01 (D)

Managing Project Teams

Pg. 30 \$2,150
 Nov 13-17 '00 (D)
 Jan 8-12 '01 (D)
 Apr 30-May 4 '01 (D)
 Jul 30-Aug 3 '01 (D)

National Security Policy

Pg. 60 \$3,300
 Nov 27-Dec 7 '00 (D)
 Feb 20-Mar 1 '01 (D)
 July 9-19 '01 (S)
 Aug 20-30 '01 (D)

Natural Resources Seminar: Policies and Issues

Pg. 61 \$3,300
 Mar 5-16 '01 (S)

Revitalizing the Downgraded Organization

Pg. 43 \$2,150
 Jun 4-8 '01 (D)
 Aug 20-24 '01 (D)

Science, Technology, and Public Policy

Pg. 62 \$3,300
 Feb 5-16 '01 (S)
 Apr 2-13 '01 (S)
 Jun 18-29 '01 (S)
 Sep 10-21 '01 (S)

Seminar for New Managers: Leading People

Pg. 8 \$3,300
 Oct 16-27 '00 (S)
 Oct 23-Nov 3 '00 (E)
 Oct 30-Nov 9 '00 (D)
 Nov 27-Dec 8 '00 (S)
 Dec 11-21 '00 (D)
 Jan 22-Feb 2 '01 (S)
 Jan 29-Feb 8 '01 (D)
 Mar 5-15 '01 (D)
 Apr 2-13 '01 (S)
 Apr 16-26 '01 (D)
 Apr 30-May 11 '01 (S)
 May 14-24 '01 (D)
 Jun 4-15 '01 (S)
 Jul 9-19 '01 (D)
 Jul 23-Aug 3 '01 (S)
 Aug 6-16 '01 (D)
 Aug 20-31 '01 (S)
 Sep 4-13 '01 (D)
 Sep 10-21 '01 (S)

Strategies to Build High Performing Organizations: Performance Driven Organizations

Pg. 45 \$2,150
 Jan 16-19 '01 (D)
 Apr 30-May 4 '01 (D)
 Jul 23-Jul 26 '01 (D)

Strategies to Build High Performing Organizations: The Executive as Change Agent

Pg. 46 \$2,150
 Jan 22-25 '01 (D)
 May 7-10 '01 (D)
 Jul 23-Aug 2 '01 (D)

Supervisory Leadership Seminar

Pg. 7 \$3,300
 Oct 30-Nov 10 '00 (S)
 Feb 20-Mar 1 '01 (D)
 Mar 5-16 '01 (S)
 Jun 18-29 '01 (S)
 Aug 20-31 '01 (S)
 Sep 17-27 '01 (D)

Team Building and Team Leadership

Pg. 31 \$2,150
 Nov 13-17 '00 (D)
 Dec 11-15 '00 (S)
 Jan 8-12 '01 (D)
 Feb 12-16 '01 (D)
 Mar 12-16 '01 (S)
 Apr 30-May 4 '01 (D)
 May 14-18 '01 (S)
 Jun 4-8 '01 (D)
 Aug 13-17 '01 (S)
 Sep 17-21 '01 (D)

Team Facilitation Skills Workshop

Pg. 32 \$2,450
 Jan 22-26 '01 (D)
 Mar 26-30 '01 (D)
 Jun 18-22 '01 (D)
 Aug 27-31 '01 (D)

United States Foreign Policy

Pg. 63 \$3,300
 Aug 6-17 '01 (S)

What's Included

Tuition includes all instructional services, course material and food and lodging. Complete descriptions of all seminars and programs, including the *Executive Core Qualifications* they cover, are contained in the *The Leadership Journey: Programs and Seminars of the Federal Executive Institute and Management Development Centers*.

How to Pay

The easiest and most efficient payment method is with your government IMPAC Visa or MasterCard. Other payment options include SF 182, MIPR, Purchase Order, or other agency training authorization.

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Offered at



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SCHEDULE: Programs by Title

(S) = Shepherdstown (D) = Denver (C) = Charlottesville (E) Europe

360 Degree Leadership

Pg. 22 \$1,595
M105 Mar 8-9 '01 (C)

Alternative Dispute Resolution

Pg. 33 \$2,150
Oct 30-Nov 3 '00 (S)
Aug 6-10 '01 (S)

Building High Performance Organizations for the 21st Century

Pg. 34 \$1,995
M114 Feb 20-23 '01 (C)

Countering Terrorism Seminar

Pg. 50 \$2,150
Jan 22-26 '01 (D)
Jul 30-Aug 3 '01 (S)

Creative Leadership: Making Your Organization More Entrepreneurial

Pg. 35 \$2,395
M111 June 20-22 '01 (C)

Designing a Learning Organization

Pg. 36 \$1,595
M117 Jul 19-20 '01 (C)

Developing Customer-Focused Organizations

Pg. 37 \$2,150
Oct 30-Nov 3 '00 (S)
Nov 13-17 '00 (D)
May 14-18 '01 (S)
Aug 27-31 '01 (D)
Sep 24-28 '01 (S)

Developing High Performing Teams

Pg. 29 \$2,450
Dec 18-22 '00 (D)
Mar 26-30 '01 (D)
Jun 11-15 '01 (D)
Aug 6-10 '01 (D)

Diversity: A Business Necessity for the Millennium

Pg. 38 \$2,150
Nov 27-Dec 1 '00 (D)
Dec 11-15 '00 (S)
Feb 12-16 '01 (D)
Mar 19-23 '01 (S)
Jun 18-22 '01 (D)
Sep 24-28 '01 (D)

Dynamics of Public Policy

Pg. 51 \$3,300
Apr 30-May 11 '01 (S)
Aug 6-17 '01 (S)

Environmental Policy Issues

Pg. 52 \$3,300
Mar 19-29 '01 (D)
Jul 9-19 '01 (S)
Sep 17-27 '01 (D)

Executive Assessment Program

Pg. 18 \$3,750
Feb 12-16 '01 (D)
Sep 10-15 '01 (D)

Executive Coaching

Pg. 23 \$1,645
M103 Jan 17-19 '01 (C)

Executive Communication Skills: Leading the Process of Change

Pg. 24 \$2,395
M118 Jul 23-27 '01 (C)

Executive Development Seminar: Leading Change

Pg. 10 \$3,300
Oct 16-26 '00 (D)
Oct 30-Nov 10 '00 (S)
Jan 16-25 '01 (D)
Feb 5-16 '01 (S)
Mar 5-15 '01 (D)
Mar 19-30 '01 (S)
Apr 16-26 '01 (D)
May 7-17 '01 (D)
May 14-25 '01 (S)
Jun 4-15 '01 (S)
Jun 18-29 '01 (S)
Jul 9-19 '01 (D)
Jul 23-Aug 3 '01 (S)
Aug 6-16 '01 (D)
Aug 20-31 '01 (S)
Sep 10-21 '01 (S)

Executive Forum on Current Issues

Pg. 53 \$3,300
Apr 16-27 '01 (S)

Executive Supervisory Skills

Pg. 25 \$2,150
Jan 8-12 '01 (D)
Jul 30-Aug 3 '01 (D)

Federal Budgetary Policies and Processes

Pg. 54 \$3,300
Apr 2-12 '01 (D)

Federal Human Resources Management

Pg. 55 \$3,300
Apr 30-May 11 '01 (S)

Government Performance and Results: Managing Your Organization to Outcomes and Results

Pg. 56 \$2,150
Dec 11-15 '00 (S)
Apr 2-6 '01 (D)

Healthy Watersheds: Community-Based Partnership

Pg. 57 \$3,300
Oct 30-Nov 9 '00 (D)
Jun 4-14 '01 (D)

Innovation in Government Lab

Pg. 39 \$1,645
M112 Sep 19-21 '01 (C)

Leadership Assessment Program

Pg. 16 \$3,750
Dec 11-15 '00 (S)
Feb 26-Mar 2 '01 (S)
Mar 26-30 '01 (S)
Apr 23-27 '01 (S)
May 21-25 '01 (S)
Sep 24-28 '01 (S)

Leadership Communications Workshop: Interpersonal Communication

Pg. 26 \$3,300
Dec 18-22 '00 (D)
Jun 4-8 '01 (D)
Aug 20-24 '01 (D)

Leadership Communications Workshop: Representing Your Agency to External Audiences

Pg. 27 \$3,300
Feb 12-16 '01 (D)
May 7-11 '01 (D)
Sep 10-14 '01 (D)

Leadership for a Democratic Society

Pg. 11 \$9,450
\$10,150
(Applied Learning Program)

Program 263
Oct 22-Nov 17 '00 (C)
Program 264
(Applied Learning Program)
Nov 26-Dec 8 '00 and
Apr 8-20 '01 (C)
Program 265
Jan 7-Feb 2 '01 (C) ✓
Program 266
Feb 4-Mar 2 '01 (C)
Program 267
(Applied Learning Program)
Mar 11-23 '01 and
Jun 3-15 '01 (C)
Program 268
(Applied Learning Program)
Mar 25-Apr 6 '01 and
Jun 17-29 '01 (C)
Program 269
Apr 29-May 25 '01 (C)
Program 270
Jul 15-Aug 10 '01 (C)
Program 271
Aug 12-Sep 7 '01 (C)
Program 272
Sep 16-Oct 12 '01 (C)

Leadership for Results

Pg. 40 \$8,450
M109
Oct 15-19 '00 (C)
Nov 13 and Dec 11 '00 (C)
Jan 16 and Feb 12 '01 (C)
Mar 4-6 '01 (C)
M110
Jul 8-12 '01 (C)
Aug 6 '01 (C)
Sep 10 '01 (C)
Oct 15 '01 (C)
Nov 5 '01 (C)
Dec 9-11 '01 (C)

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SCHEDULE: Programs by Title

(S) = Shepherdstown (D) = Denver (C) = Charlottesville (E) = Europe

Leadership Potential Seminar

Pg. 6 \$3,300
 Nov 27-Dec 8 '00 (S)
 Jan 29-Feb 8 '01 (D)
 Mar 5-16 '01 (S)
 Mar 19-29 '01 (D)
 Apr 16-27 '01 (S)
 Apr 30-May 10 '01 (D)
 Jun 11-21 '01 (D)
 Jun 18-29 '01 (S)
 Jul 9-20 '01 (S)
 Jul 9-19 '01 (D)
 Aug 6-17 '01 (S)
 Sep 10-21 '01 (S)
 Sep 17-27 '01 (D)

Leadership Skills for Non-Supervisors and Non-Managers

Pg. 28 \$2,450
 Apr 9-13 '01 (D)
 Aug 13-17 '01 (D)

Leadership Update Seminar

Pg. 58 \$2,150
 Dec 5-8 '00 (D)

Management Assessment Program

Pg. 17 \$3,750
 Dec 11-16 '00 (D)
 Feb 26-Mar 3 '01 (D)
 Mar 19-24 '01 (D)
 Jun 18-22 '01 (D)
 Jul 30-Aug 4 '01 (D)
 Aug 27-Sep 01 '01 (D)

Management Development Seminar: Leading Organizations

Pg. 9 \$3,300
 Oct 10-27 '00 (S)
 Oct 30-Nov 9 (D)
 Nov 27-Dec 8 '00 (S)
 Dec 11-21 '00 (D)
 Jan 22-Feb 2 '01 (S)
 Jan 29-Feb 8 '01 (D)
 Feb 26-Mar 9 '01 (S)
 Mar 5-15 '01 (D)
 Mar 19-30 '01 (S)
 Apr 2-13 '01 (S)
 Apr 16-26 '01 (D)
 Apr 30-May 11 '01 (S)
 May 14-24 '01 (D)
 Jun 4-15 '01 (S)
 Jul 9-19 '01 (D)
 Jul 9-20 '01 (S)
 Aug 6-16 '01 (D)
 Aug 20-31 '01 (S)
 Sep 4-13 '01 (D)

Management of Information Technology

Pg. 59 \$2,150
 Feb 5-9 '01 (D)
 May 7-11 '01 (D)
 Aug 20-24 '01 (D)

Managing Project Teams

Pg. 30 \$2,150
 Nov 13-17 '00 (D)
 Jan 8-12 '01 (D)
 Apr 30-May 4 '01 (D)
 Jul 30-Aug 3 '01 (D)

National Security Policy

Pg. 60 \$3,300
 Nov 27-Dec 7 '00 (D)
 Feb 20-Mar 1 '01 (D)
 July 9-19 '01 (S)
 Aug 20-30 '01 (D)

Natural Resources Seminar: Policies and Issues

Pg. 61 \$3,300
 Mar 5-16 '01 (S)

Revitalizing the Downsized Organization

Pg. 43 \$2,150
 Jun 4-8 '01 (D)
 Aug 20-24 '01 (D)

Science, Technology, and Public Policy

Pg. 62 \$3,300
 Feb 5-16 '01 (S)
 Apr 2-13 '01 (S)
 Jun 18-29 '01 (S)
 Sep 10-21 '01 (S)

Seminar for New Managers: Leading People

Pg. 8 \$3,300
 Oct 16-27 '00 (S)
 Oct 23-Nov 3 '00 (E)
 Oct 30-Nov 9 '00 (D)
 Nov 27-Dec 8 '00 (S)
 Dec 11-21 '00 (D)
 Jan 22-Feb 2 '01 (S)
 Jan 29-Feb 8 '01 (D)
 Mar 5-15 '01 (D)
 Apr 2-13 '01 (S)
 Apr 16-26 '01 (D)
 Apr 30-May 11 '01 (S)
 May 14-24 '01 (D)
 Jun 4-15 '01 (S)
 Jul 9-19 '01 (D)
 Jul 23-Aug 3 '01 (S)
 Aug 6-16 '01 (D)
 Aug 20-31 '01 (S)
 Sep 4-13 '01 (D)
 Sep 10-21 '01 (S)

Strategic Management for Executives

Pg. 44 \$1,645
 M113 Mar 7-9 '01 (C)

Strategies to Build High Performing Organizations: Performance Driven Organizations

Pg. 45 \$2,150
 Jan 16-19 '01 (D)
 Apr 30-May 4 '01 (D)
 Jul 23-Jul 26 '01 (D)

Strategies to Build High Performing Organizations: The Executive as Change Agent

Pg. 46 \$2,150
 Jan 22-25 '01 (D)
 May 7-10 '01 (D)
 Jul 23-Aug 2 '01 (D)

Supervisory Leadership Seminar

Pg. 7 \$3,300
 Oct 30-Nov 10 '00 (S)
 Feb 20-Mar 1 '01 (D)
 Mar 5-16 '01 (S)
 Jun 18-29 '01 (S)
 Aug 20-31 '01 (S)
 Sep 17-27 '01 (D)

Team Building and Team Leadership

Pg. 31 \$2,150
 Nov 13-17 '00 (D)
 Dec 11-15 '00 (S)
 Jan 8-12 '01 (D)
 Feb 12-16 '01 (D)
 Mar 12-16 '01 (S)
 Apr 30-May 4 '01 (D)
 May 14-18 '01 (S)
 Jun 4-8 '01 (D)
 Aug 13-17 '01 (S)
 Sep 17-21 '01 (D)

Team Facilitation Skills Workshop

Pg. 32 \$2,450
 Jan 22-26 '01 (D)
 Mar 26-30 '01 (D)
 Jun 18-22 '01 (D)
 Aug 27-31 '01 (D)

The Aspen Institute Executive Seminar

Pg. 47 \$1,995
 M101 Feb 5-9 '01 (C)
 M102 Jun 25-29 '01 (C)

The Aspen Institute Leading Change in Government Seminar

Pg. 48 \$1,945
 M106 Mar 27-30 '01 (C)
 M107 Aug 7-10 '01 (C)

The Leadership Assessment Experience

Pg. 19 \$2,645
 M108 May 15-18 '01 (C)

United States Foreign Policy

Pg. 63 \$3,300
 Aug 6-17 '01 (S)

What's Included

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Offered at



888-676-9632 • www.opm.gov/leader

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PROGRAM	PG.	TUITION	LOCATION(S)
360 Degree Leadership	.22	\$1,595	FEI
Building High Performance Organizations for the 21st Century	.34	\$1,995	FEI
Creative Leadership: Making Your Organization More Entrepreneurial	.35	\$2,395	FEI
Designing a Learning Organization	.36	\$1,595	FEI
Executive Coaching	.23	\$1,645	FEI
Executive Communication Skills: Leading the Process of Change	.24	\$2,395	FEI
Innovation in Government Lab	.39	\$1,645	FEI
Leadership for a Democratic Society	.11	\$9,450	FEI
Leadership for Results	.40	\$8,450	FEI
Strategic Management for Executives	.44	\$1,645	FEI
The Aspen Institute Executive Seminar	.47	\$1,995	FEI
The Aspen Institute Leading Change in Government Seminar	.48	\$1,945	FEI
The Leadership Assessment Experience	.19	\$2,645	FEI
Executive in Residence Program	.72		FEI MDC's
Countering Terrorism Seminar	.50	\$2,150	EMDC WMDC
Developing Customer-Focused Organizations	.37	\$2,150	EMDC WMDC
Diversity: A Business Necessity for the Millennium	.38	\$2,150	EMDC WMDC
Environmental Policy Issues	.52	\$3,300	EMDC WMDC
Executive Development Seminar: Leading Change	.10	\$3,300	EMDC WMDC
Government Performance and Results: Managing Your Organization to Outcomes and Results	.56	\$2,150	EMDC WMDC
Leadership Potential Seminar	.6	\$3,300	EMDC WMDC
Management Development Seminar: Leading Organizations	.9	\$3,300	EMDC WMDC
National Security Policy	.60	\$3,300	EMDC WMDC
Seminar for New Managers: Leading People	.8	\$3,300	EMDC WMDC
Supervisory Leadership Seminar	.7	\$3,300	EMDC WMDC
Team Building and Team Leadership	.31	\$2,150	EMDC WMDC
Alternative Dispute Resolution	.33	\$2,150	EMDC
Dynamics of Public Policy	.51	\$3,300	EMDC
Executive Forum on Current Issues	.53	\$3,300	EMDC
Federal Human Resources Management	.55	\$3,300	EMDC
Leadership Assessment Program	.16	\$3,750	EMDC
Natural Resources Seminar: Policies and Issues	.61	\$3,300	EMDC
Science, Technology, and Public Policy	.62	\$3,300	EMDC
United States Foreign Policy	.63	\$3,300	EMDC
Developing High Performing Teams	.29	\$2,450	WMDC
Executive Assessment Program	.18	\$3,750	WMDC
Executive Supervisory Skills	.25	\$2,150	WMDC
Federal Budgetary Policies and Processes	.54	\$3,300	WMDC
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Leadership Communications Workshop: Interpersonal Communication	.26	\$3,300	WMDC
Leadership Communications Workshop: Representing Your Agency to External Audiences	.27	\$3,300	WMDC
Leadership Skills for Non-Supervisors and Non-Managers	.28	\$2,450	WMDC
Leadership Update Seminar	.58	\$2,150	WMDC
Management Assessment Program	.17	\$3,750	WMDC
Management of Information Technology	.59	\$2,150	WMDC
Managing Project Teams	.30	\$2,150	WMDC
Revitalizing the Downsized Organization	.43	\$2,150	WMDC
Strategies to Build High Performing Organizations: Performance Driven Organizations	.45	\$2,150	WMDC
Strategies to Build High Performing Organizations: The Executive as Change Agent	.46	\$2,150	WMDC
Team Facilitation Skills Workshop	.32	\$2,450	WMDC



INDEX: Programs by GS Level

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Executive Coaching	23					H*	**
Executive Communication Skills: Leading the Process of Change	24					H*	*
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The Aspen Institute Leading Change in Government Seminar	48					H*	*
The Leadership Assessment Experience	19					H*	*
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Executive Assessment Program	18				H*	*	*
Natural Resources Seminar: Policies and Issues	61		*	*	*	*	*
Strategies to Build High Performing Organizations: Performance Driven Organizations	45					*	*
Executive Development Seminar: Leading Change	10				H*	*	
Alternative Dispute Resolution	33			*	*	*	
Countering Terrorism Seminar	50	*	*	*	*	*	
Developing High Performing Teams	29	*	*	*	*	*	
Diversity: A Business Necessity for the Millennium	38		*	*	*	*	
Dynamics of Public Policy	51				*	*	
Environmental Policy Issues	52		*	*	*	*	
Leadership Communications Workshop: Interpersonal Communication	26		*	*	*	*	
Executive Forum on Current Issues	53				*	*	
Executive Supervisory Skills	25		*	*	*	*	
Federal Budgetary Policies and Processes	54	*	*	*	*	*	
Federal Human Resources Management	55				*	*	
Government Performance and Results: Managing Your Organization to Outcomes and Results	56			*	*	*	
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H* = High Potential Candidates

Registration Contacts

Federal Executive Institute

Leadership for a Democratic Society Program

1301 Emmet Street
Charlottesville, Virginia 22903-4899
Telephone: 804-980-6200
FAX: 804-979-3387
TDD: 804-980-6299
Email: fei@opm.gov
Registrar: Barbara Rexrode

Focused Skills Development Programs and Custom and Consulting Services

1301 Emmet Street
Charlottesville, Virginia 22903-4899
Telephone: 804-980-6200
FAX: 804-979-3387
TDD: 804-980-6299
Email: cel@opm.gov
Registrar: Donna Sweeney

Management Development Centers

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Shepherdstown, West Virginia 25443-9601
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FAX: 304-870-8009

Individual Registration Office

3151 S. Vaughn Way, Suite 300
Aurora, Colorado 80014-3513
Telephone: 888-676-9632
FAX: 877-474-9654
Email: register@opm.gov
Registrar: Carole Crosby

Agency Account Representatives:

Barbara Badanjak
bmbadanj@opm.gov

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- Defense Agencies
- Energy
- HHS
- SSA
- "All Other"

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- HUD
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- OPM
- SBA
- Treasury

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Telephone: 303-671-1010
FAX: 303-671-1018
Email: dlcenter@opm.gov
Dennis Center



Reimbursement for Programs

Program prices at the Federal Executive Institute and Management Development Centers cover all instructional services, course materials, all equipment, and lodging, meals and breaks where appropriate.

We receive no appropriated funds and must recover all program costs through reimbursement. We will work with you to identify the most appropriate form of reimbursement (e.g., agency bank card, Training Form, Purchase Order, MIPR, EDIPAC/OPAC, etc.) and to minimize paperwork.

For Custom and Consulting Services, we will develop a Memorandum of Agreement or other appropriate document outlining the services to be provided.

Cancellation Policies

Management Development Centers

Substitutions and transfers to alternative dates may be made up four weeks prior to the start of seminars.

Leadership For A Democratic Society

FEI terminates acceptance of nominations or substitutions two weeks prior to each session. The Institute does not refund charges if agencies must cancel attendance.

FEI's Focused Skills Development and Custom and Consulting

- We will bill your agency for tuition if the participant cancels within two weeks of the program start date.
- We will bill your agency for tuition if the participant cancels after the pre-program work is due (see published dates).
- Your agency can send a qualified substitute to avoid forfeiting tuition.
- If your agency cancels a Custom or Consulting Service within two weeks of the start date, you will be billed a rescheduling fee of 20% of the total amount identified in the Memorandum of Agreement or other controlling document. If your agency chooses not to reschedule, you will be billed for the total amount.

Inclement Weather Policy

Federal Executive Institute and Management Development Center programs run as scheduled regardless of inclement weather, unless we notify you of a postponement. They are not affected by Federal government shut-downs in Washington, D.C.

If weather affects travel to a program, participants should contact the Federal Executive Institute or Management Development Center as early as possible. If a participant:

- Notifies us that they are unable to attend the program on the first day, they may enroll in a subsequent program if space is available at the time of re-enrollment. If the tuition of the replacement program is higher than the original tuition, the agency must obligate additional funds to cover the difference.
- Notifies us that they are unable to attend the program on the first day, and they do not enroll for a subsequent program, tuition will be billed.
- Fails to notify us that they are unable to attend the program on the first day, tuition will be billed.

Our objective is to insure participation in the program as scheduled, or if weather interferes, that rescheduling and billing are accomplished as soon as possible.

Registration Reply Form

This form is for the Federal Executive Institute

Fax Back

FEDERAL EXECUTIVE INSTITUTE
Fax to **804-979-3387**

Federal Executive Institute
1301 Emmet Street
Charlottesville, VA 22903
804/980-6200

Program Name _____

Program Code _____

Program Date _____



Participant Information:

Name _____ SSN* _____

Job Title _____

SES or GS/GM Grade Level: _____ or Equivalent Position/Rank (specify) _____

Division _____

Agency/Organization _____

Office Street Address _____

City _____ State _____ ZIP _____

Office Phone _____ Fax _____

Email Address _____ Nickname _____

* SSN and credit card information are used internally for registration purposes only and will not be disclosed

Accommodation Information:

Smoking Room Physically Challenged _____

Special Dietary Needs _____

Tuition Billing Information:

Agency Training Form (copy attached)

Government IMPAC Visa or MasterCard

Credit Card #* _____

Exp. Date _____

Signature _____

Tuition Amount _____

To register for Management Development Center Seminars

1. Contact Us

Web: www.opm.gov/leader

Email: register@opm.gov

Phone: 888 676-9632

Fax: 877-474-9654 - use the Fax Back Form on reverse, and/or your agency's Training Authorization or Purchase Order.

2. Provide Billable Documentation

In order to confirm your request, we need payment or billable documentation. Acceptable billable documents are:

- **Training Authorization** (must include the following):
 - Billing address;
 - Billing contact name, phone and fax number;
 - Any internal reference or accounting numbers you would like us to use in your bill statement such as:
 - Purchase order number
 - Standard document number
 - Agency contract number
 - Agency classification codes or fund citations
- **Credit Card Information** (must include the following):
 - type of card (Visa, MasterCard, American Express)
 - card number
 - expiration date
 - card holder's name, phone and fax number
 - billing address for card holder.

We are a pre-payment vendor, so credit cards and training authorizations will be processed upon receipt.

3. Wait For Your Confirmation

You will receive a written confirmation of your registration. Do not make nonrefundable airline reservations until you receive confirmation. All registrations are final. Requests for substitutions and transfers to alternative dates will be considered up to four weeks prior to the course start date. Please make these requests in writing.



Registration Request

This form is for Management Development Centers only

First Choice

Session Name: _____

Session Dates: _____

Session Location: _____

Tuition: _____

Second Choice

Session Name: _____

Session Dates: _____

Session Location: _____

Tuition: _____

Fax Back

MANAGEMENT DEVELOPMENT CENTERS

Fax to **877-474-9654**

Participant Information:

Name: _____

SSN*: _____

Title: _____ Grade: _____

Department: _____

Agency: _____

Organizational Unit: _____

Agency Mailing Address:

Number & Street: _____

Floor/Suite/Room: _____

P.O. Box/Mail Code: _____

City, State, Zip Code: _____

Voice: (commercial) _____

Fax: (commercial) _____

Email Address: _____

Home Address: _____

City, State, Zip Code: _____

Home Phone: _____

} Please,
no acronyms



* SSN and credit card information are used internally for registration purposes only and will not be disclosed

Payment Information:

How are you paying?

- Credit Card Visa MasterCard AmEx

Credit Card # _____ Exp. Date _____

Cardholder _____

Billing Address: _____

City, State, Zip Code: _____

Name as it appears on the card: _____

Phone: _____ Fax: _____

- Agency Training Authorization (SF182, DD1556, MIPR, Other)

- Agency Contract

_____ Approved by: _____

Substitutions and transfers to alternative dates will be considered up to four weeks prior to the start of the seminar. We are a pre-payment vendor. Registrations are not valid without billable documentation. Please see reverse.

Executive Core Qualifications

The Executive Core Qualifications (ECQ's) define the competencies and characteristics needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.

ECQ 1

Leading Change

- Continual Learning
- Creativity/Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

ECQ 2

Leading People

- Conflict Management
- Cultural Awareness
- Integrity/Honesty
- Team Building

ECQ 3

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4

Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

ECQ 5

Building Coalitions/Communications

- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

“The demands and challenges of the new century will be very different than they were in the past, or even today. Our ability to take the government forward will depend on the leadership skills and values of our senior executives.”

OPM DIRECTOR JANICE R. LACHANCE



ECQ 1 Leading Change

This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this ECQ is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the basic government framework; to create a work environment that encourages creative thinking; and to maintain focus, intensity and persistence, even under adversity.

Key Characteristics:

- (a) Exercising leadership and motivating managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities; encouraging creative thinking and innovation; influencing others toward a spirit of service; designing and implementing new or cutting-edge programs/processes.
- (b) Identifying and integrating key issues affecting the organization, including political, economic, social, technological, and administrative factors.
- (c) Understanding the roles and relationships of the components of the national policy making and implementation process, including the President, political appointees, Congress, the judiciary, state and local governments, and interest groups; formulating effective strategies to balance those interests consistent with the business of the organization.
- (d) Being open to change and new information; tolerating ambiguity; adapting behavior and work methods in response to new information, changing conditions, or unexpected obstacles; adjusting rapidly to new situations warranting attention and resolution.
- (e) Displaying a high level of initiative, effort, and commitment to public service; being proactive and achievement-oriented; being self-motivated; pursuing self-development; seeking feedback from others and opportunities to master new knowledge.
- (f) Dealing effectively with pressure; maintaining focus and intensity and remaining persistent, even under adversity; recovering quickly from setbacks.

Leadership Competencies

ECQ 1

Leading Change

Continual Learning
Creativity/Innovation
External Awareness
Flexibility
Resilience
Service Motivation
Strategic Thinking
Vision



ECQ 2

Leading People

This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

Key Characteristics:

- (a) Providing leadership in setting the work force's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others toward goal accomplishment; empowering people by sharing power and authority.
- (b) Promoting quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate).
- (c) Valuing cultural diversity and other differences; fostering an environment in which people who are culturally diverse can work together cooperatively and effectively in achieving organizational goals.
- (d) Assessing employees' unique developmental needs and providing developmental opportunities that maximize employees' capabilities and contribute to the achievement of organizational goals; developing leadership in others through coaching and mentoring.
- (e) Fostering commitment, team spirit, pride, trust, and group identity; taking steps to prevent situations that could result in unpleasant confrontations.
- (f) Resolving conflicts in a positive and constructive manner. This includes promoting labor/management partnerships and dealing effectively with employee relations matters, attending to morale and organizational climate issues, handling administrative, labor management, and EEO issues, and taking disciplinary actions when other means have not been successful.

Leadership Competencies

ECQ 2

Leading People

- Conflict Management
- Cultural Awareness
- Integrity/Honesty
- Team Building



ECQ 3 Results Driven

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

Key Characteristics:

- (a) Understanding and appropriately applying procedures, requirements, regulations, and policies related to specialized expertise; understanding linkage between administrative competencies and mission needs; keeping current on issues, practices, and procedures in technical areas.
- (b) Stressing results by formulating strategic program plans that assess policy/program feasibility and include realistic short- and long-term goals and objectives.
- (c) Exercising good judgment in structuring and organizing work and setting priorities; balancing the interests of clients and readily readjusting priorities to respond to customer demands.
- (d) Anticipating and identifying, diagnosing, and consulting on potential or actual problem areas relating to program implementation and goal achievement; selecting from alternative courses of corrective action; taking action from developed contingency plans.
- (e) Setting program standards; holding self and others accountable for achieving these standards; acting decisively to modify standards to promote customer service and/or the quality of programs and policies.
- (f) Identifying opportunities to develop and market new products and services within or outside of the organization; taking risks to pursue a recognized benefit or advantage.

Leadership Competencies

ECQ 3

Results Driven

Accountability
Customer Service
Decisiveness
Entrepreneurship
Problem Solving
Technical Credibility



ECQ 4

Business Acumen

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decision making.

Key Characteristics:

- (a) Assessing current and future staffing needs based on organizational goals and budget realities; applying merit principles to develop, select, and manage a diverse work force.
- (b) Overseeing the allocation of financial resources; identifying cost-effective approaches; establishing and assuring the use of internal controls for financial systems.
- (c) Managing the budgetary process, including preparing and justifying a budget and operating the budget under organizational and congressional procedures; understanding the marketing expertise necessary to ensure appropriate funding levels.
- (d) Overseeing procurement and contracting procedures and processes.
- (e) Integrating and coordinating logistical operations.
- (f) Ensuring the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs; understanding the impact of technological changes on the organization.

Leadership Competencies

ECQ 4

Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

ECQ 5

Building Coalitions/Communications

This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

Key Characteristics:

- (a) Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating) to those within and outside the office (e.g., agency heads and other government executives, corporate executives, Office of Management and Budget officials, congressional members and staff, the media, and clientele and professional groups); making clear and convincing oral presentations to individuals and groups; listening effectively and clarifying information; facilitating an open exchange of ideas.
- (b) Establishing and maintaining working relationships with internal organizational units (e.g., other program areas and staff support functions); approaching each problem situation with a clear perception of organizational and political reality; using contacts to build and strengthen internal support bases; getting understanding and support from higher level management.
- (c) Developing and enhancing alliances with external groups (e.g., other agencies or firms, state and local governments, Congress, and clientele groups); engaging in cross-functional activities; finding common ground with a widening range of stakeholders.
- (d) Working in groups and teams; conducting briefings and other meetings; gaining cooperation from others to obtain information and accomplish goals; facilitating win-win situations.
- (e) Considering and responding appropriately to the needs, feelings, and capabilities of different people in different situations; being tactful and treating others with respect.
- (f) Seeing that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.

Leadership Competencies

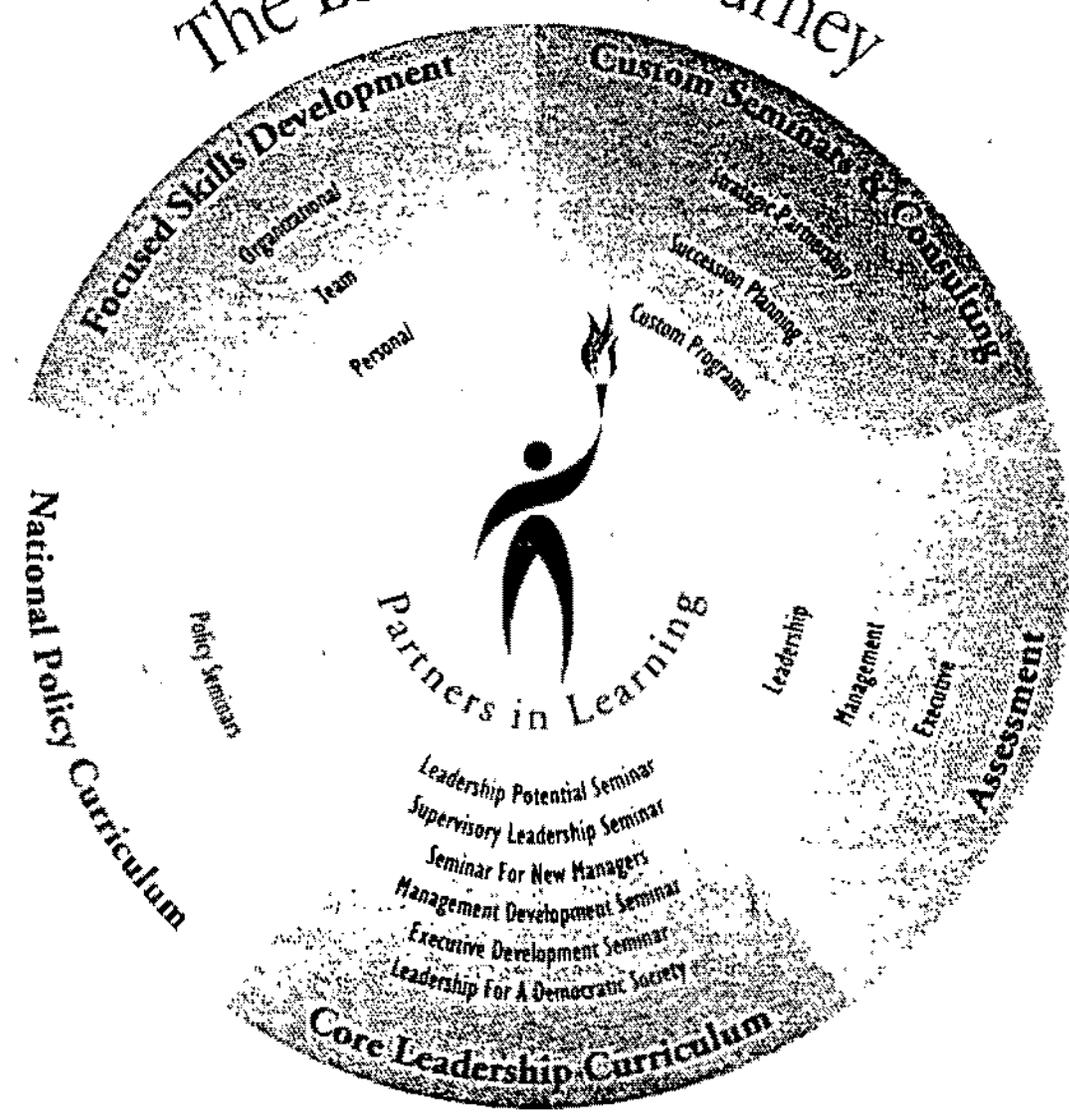
ECQ 5

Building Coalitions/Communications

Influencing/Negotiating
Interpersonal Skills
Oral Communication
Partnering
Political Savvy
Written Communication



The Leadership Journey



experience an
interactive Leadership Journey
at www.opm.gov/leader



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