

NSPS Core Competency Learning Descriptions and Recommended Training:

Change Management: Leaders must be able to express need for change, develop a communications plan to address the various phases of the change and address employee reactions. Employees are responsible for preparing for the change on a personal level, understanding the change, choosing to participate fully and learning new behaviors or skills needed for success.

Recommended Course: Communicating and Reinforcing Change

Target Audience: Supervisors and Managers

Source: Web based course through AKO Army E-Learning

Length: 3 hours

Description: This course teaches participants how to recognize and address the attitudes and behaviors that accompany change, how to prepare employees for change, how to communicate effectively during change and how to keep the change process on course.

Recommended Course: Being Prepared for Change

Target Audience: Employees

Source: Web based course through AKO Army E-Learning

Length: 3.5 hours

Description: This course focuses on mental attitudes and behaviors that will help you take advantage of the opportunities for personal growth that can accompany organizational change.

Recommended Course: Change – Opportunity or Obstacle

Target Audience: Employees

Source: Training vendor (contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to your needs

Description: People can make change an opportunity for improved organizational and personal performance. This workshop gives participants an approach they can use personally and as a group to deal with change constructively.

Recommended Course: Managing Change Effectively

Target Audience: Managers and Supervisors

Source: Training vendor (contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Identify “megatrends”; understand major roles involved in the change process; make use of the latest change theories; recognize the reasons for resistance to change; lessen the effects of a “turbulent” work environment;

sell change “down the line” as well as “up the line”; accept and make use of “forced” change; influence others to accept change as a positive force.

Recommended Course: Strategic Planning for Government Organizations

Target Audience: Supervisors and Managers

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Establish a solid framework with strategic planning lessons learned from the Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization’s challenges. Discover how to develop and use mission statements and strategic and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA.

Interpersonal Communications: The ability to develop and sustain effective working relationships by building and maintaining understanding, collaboration, mutual trust and respect and meaningful cooperation to achieve individual and organizational goals. This competency includes the skills of speaking, writing, listening, managing difficult communications and understanding conflict.

Recommended Course: Communication Skills for Leadership

Target Audience: Supervisors and Managers

Source: Web based course through AKO Army E-Learning

Length: 5.5 hours

Description: This course explores the communications requirements of leadership—how to communicate your suitability for the role and how to communicate with those you lead. This is a good course for new leaders, experienced leaders who want a refresher and employees interested in becoming leaders.

Recommended Course: Communicate for Results

Target Audience: Employees

Source: Web based course through AKO Army E-Learning

Length: 5 hours

Description: This course provides practical techniques for communicating in three common, but difficult situations. Seeks to develop basic communication skills.

Recommended Course: Communicate Better

Target Audience: Employees

Source: Training vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will be able to describe the communications process including sending, receiving, perception, feedback and listening skills, use

several communication skills including active listening, use their personal style assessments to “flex” their styles with those they deal with and use appropriate assertive communication skills.

Recommended Course: Conflict Resolution for Managers

Target Audience: Supervisors and Managers

Source: Training vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will learn how to use psychologically sound techniques proven to work in a variety of conflict situations; how to choose a conflict management style that fits the situation, techniques to get to the root of the problem instead of battling the symptoms, the subtle symptoms that indicate unspoken issues are the cause of conflict and third party conflict resolution.

Recommended Course: Effective Writing/Writing for Government and Business

Target Audience: Employees

Source: Training vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will be able to improve the quality of their writing. (Employees who do not normally do much writing as part of their jobs may need assistance in how to write meaningful performance accomplishments.)

Recommended Course: Interpersonal Communication Skills Development

Target Audience: Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: This course builds cognitive skills as well as the personal qualities of adaptability to change, feeling for others, building confidence, trust and realizing team capabilities.

Recommended Course: Listening Skills

Target Audience: Supervisors and Employees

Source: Training vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will learn to understand and utilize effective listening techniques for processing information and overcoming barriers to active listening, to remove conflict caused by poor listening, to understand how effective listening develops confidence and respect from co-workers, to understand the importance of listening as it relates to the communication process, to use feedback to create win-win situations and to use body language effectively as listener and presenter.

Recommended Course: Negotiating Skills

Target Audience: Supervisors, Managers and Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Learn to reach superior agreements with customers and clients and to get their interests met in any negotiation. Learn to help others meet their interests and to strengthen long term relationships. Learn how to separate people from the problem, how to focus on interests rather than positions, how to invent creative options for mutual benefits. Learn to use influence, not coercion, apply objective standards, avoid barriers to communication and strengthen customer relationships.

Recommended Course: Dealing with Difficult People

Target Audience: Supervisors and Employees

Source: Training vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants learn how to differentiate among various personality types and how to interact with them in an effective and positive way, how to overcome the psychological stress of dealing with difficult people in tough situations, how to make sound decisions and solve communications problems.

Coaching and Counseling: The ability to equip employees with the tools, knowledge and opportunities they need to become effective in achieving organizational goals and objectives. Coaching is a partnership. Leaders are responsible for cultivating employees' capabilities and shaping a developmental culture in the workplace. Employees are responsible for understanding themselves, building new competencies, changing old habits and putting new behaviors into action and seeking coaching and feedback on a continuous basis to achieve organizational and individual goals.

Recommended Course: The Manager as Coach and Counselor

Target Audience: Supervisors and Managers

Source: Web based course through AKO Army E-Learning

Length: 4 hours

Description: This course explores four coaching styles and the methodology to use them all. It provides techniques for overcoming employee resistance.

Recommended Course: Coaching Skills for Managers

Target Audience: Supervisors and Managers

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will learn effective leadership skills, how to motivate team, assess job needs, set and communicate high expectations, properly assign tasks, counsel and redirect, plan long term performance objectives and build a team that works together and excels.

Recommended Course: Mentoring

Target Audience: Supervisors, Managers and Mentors

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will be able to explain the roles and responsibilities within the mentoring relationship, define key ingredients to being a successful mentor, use various coaching skills and develop a plan of action.

Recommended Course: Managing Your Career

Target Audience: Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Knowing how to continually respond to change is essential for success. Managing your career involves developing a new set of short term and long term goals to guide your professional and personal development.

Participants learn to handle feedback from their employers about work and to identify the right time to make a move for career advancement.

Performance Management: Performance appraisal is a three stage process, the planning stage in which business goals are communicated, the developing stage in which employees carry out plans and track progress. This stage includes regular reviews, coaching and feedback. The evaluating stage is the end of year assessment followed by a forward looking discussion that focuses on what the employee learned, what strengths can be built on and what areas need development.

Recommended Course: Continuous Performance Assessment

Target Audience: Supervisors and Managers

Source: Web based course through AKO Army E-Learning

Length: 3.5 hours

Description: This course shows how to make performance appraisal a continuous process. The course is designed to change appraisal in a positive experience for both the manager and the employee by detailing the preparatory steps that make appraisal into a more ongoing and valuable process/

Recommended Course: An Essential Guide to Giving Feedback

Target Audience: Supervisors and Managers

Source: Web based course through AKO Army E-Learning

Length: 2.5 hours

Description: This course is designed to enhance skills in giving feedback. The course explores the nature of feedback and then develops a practical approach to the feedback process. The final part of the course looks at barriers to giving feedback and strategies for dealing with situations when your feedback is challenged.

Recommended Course: Performance Based Appraisals: An Employee View

Target Audience: Employees

Source: Web based course through AKO Army E-Learning

Length: 3 hours

Description: You might want to think of this course, which focuses on the performance based appraisal process, as a driver's manual. It will help you understand what the performance based appraisal process is and how it can help sit you in the driver's seat when it comes to your career and advancement. The course provides helpful hints and important suggestions for managing the information that goes into your annual performance appraisal and how you can use the appraisal process throughout the year to set goals and measure your progress toward achieving them.

Recommended Course: Creative Problem Solving and Decision Making

Target Audience: Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will be able to distinguish between a true need to act and a set of conditions that need no action; use simple yet effective methods to think more creatively and generate novel ideas to solve even old, recurring problems, apply a clear, step by step approach to problem solving that permits the best results to be found in the least amount of time, work with others with different problem solving styles.

Recommended Course: Decision Analysis

Target Audience: Supervisors and Managers/Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants are taught to analyze complicated business decisions and determine recommendations for decision makers. Techniques emphasize breaking a decision down into its component parts, determine how the parts interact, identifying information that must be gathered, dealing with uncertainty, ranking the alternatives. Special attention is given to decision making with imperfect or incomplete information. Techniques taught include decision trees, value of information, influence diagrams, multi attribute decisions, economic analysis and sensitivity analysis.

Recommended Course: Employee Empowerment for Teams

Target Audience: Supervisors, Managers and Team Leaders

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: A mid-level course targeted for managers and team leaders and those who work in a team environment. Learn what power and empowerment are and how to get and give both to all team members. Learn to control

emotions, communicate effectively, resolve conflicts, motivate team members, solve problems and negotiate mutually beneficial team member relationships.

Recommended Course: How to Motivate, Manage and Lead a Team

Target Audience: Supervisors, Managers and Team Leaders

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: This course has exercises, activities and strategies for keeping teams motivated and creative plus valuable tips for helping your team through tough times.

Recommended Course: Performance Management for Supervisors and Managers

Target Audience: Supervisors and Managers

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will learn to carry out performance management responsibilities, develop meaningful performance plans, distinguish between conduct and performance problems, distinguish activities from accomplishments, create a clear linkage between individual performance and organizational success, deal with marginal or unacceptable performers.

Recommended Course: Achieving Maximum Productivity

Target Audience: Employees

Source: Training Vendor (Contact your Regional HRD Office for assistance)

Length: Varies – can be tailored to meet your needs

Description: Participants will learn to maximize time and productivity, get and stay organized, set realistic goals, stay positive and enthusiastic, make smart and timely decisions, prioritize responsibilities, control interruptions and avoid obstacles that get in your way.