

# STATE & LOCAL

G O V E R N M E N T

Working in state and local government has never been more challenging. The Graduate School, USDA is dedicated to helping state and local governments achieve results.

Through expert training, we can help executives:

- address their unique problems by building the knowledge base and skill sets necessary to maintain the public trust.
- work as effectively and efficiently as possible.
- develop a well-trained workforce equipped with needed competencies.
- focus on performance solutions and real-world challenges.



## Whether classroom or technology-delivered training, we have options to meet your needs.

### Leadership Development

**Workforce Succession planning:** Forecast and plan for future requirements and meet your agency's needs through recruitment, training and retention.

**Human capital management:** Align human resource goals and budgets with your agency's mission; use metrics to identify needs and outcomes; and measure progress toward the identified outcomes.

**Leadership:** Communicate effectively, think strategically and move from a reactive environment to a proactive one.

**Performance management:** Develop performance standards that distinguish the true levels of performance among employees.

**Decision making and problem solving:** Improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions, and how to resolve problems constructively.



### Delivering Results and Ensuring Accountability

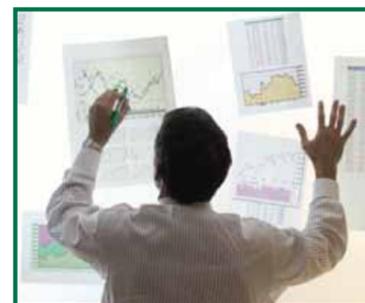
**Management analysis:** Master the basics of designing and conducting a management study, including effective preparation techniques, well-founded research design methodologies, successful presentation tips and proven work-measurement techniques.

**Business analysis:** Train your staff to communicate requirements to the technical team before solutions are developed and implemented.

**Decision Support:** Apply new techniques to evaluate agency and program performance.

**Cost-benefit analysis:** Perform basic cost-benefit studies for your program and understand complex studies.

**Performance auditing:** Evaluate, select, develop and measure the performance of government operations in terms of results, cost and integrity.



### Managing Change

**Strategic planning:** Develop and use mission statements and strategic and performance plans to achieve measurable results.

**Enterprise architecture:** Streamline business processes, eliminating duplication of services for effective decision making across the organization.

**Program management:** Organize work structures and processes, set outcome measures, implement monitoring techniques, and link outcomes to planning and budgeting.

**Project management:** Learn to organize a project, track costs and time expenditures, manage quality and risk, evaluate human resource requirements and overcome potential obstacles.

**Organizational development:** Apply leadership practices to your organization that encourage learning and quality performance.



### Engaging Stakeholders

**Effective communication:** Help your staff perfect their written and oral communication skills, whether they deal with the public, the media or internal organizations. Presentation skills training at the beginner and advanced levels may be included.

**Building effective teams:** Learn the essential skills for establishing healthy group dynamics and developing a strong team.

**Customer service excellence:** Train your staff to become customer-driven and help them take service to the top.



### Join other cities, counties and state agencies who are making the Graduate School, USDA their training partner.

#### On-Site Training

The Graduate School has over 1,000 class-based and distance education courses available for training at your worksite. You are cost-conscious, and so are we. By bringing Graduate School, USDA courses to your office or field site you can save on the total cost of sending multiple staff to a distant location. Choosing on-site training means your agency will:

- eliminate travel costs
- maximize employee time in training compensatory pay or weekend travel
- retain complete cost

#### Customized Solutions

Any of our classroom courses can be customized to meet your organization's unique requirements. We design and develop new courses to meet emerging needs within an agency or organization.

#### National Accreditation

The Commission of the Council on Occupational Education (COE) has granted accreditation to the Graduate School, USDA.

**GS GRADUATE SCHOOL** USDA  
Pathways to Performance and Success

For further information on our Center for State and Local Government, visit [www.grad.usda.gov](http://www.grad.usda.gov) or call us at (888) 744-GRAD.

Bringing The Classroom

# GS CONNECT To You

## GS Connect

- is an online learning platform that expands the School's educational expertise and capabilities to meet your mission-critical training needs.
- offers flexibility and a cost-effective distance education format.
- can deliver a variety of online products and services such as courses, learning events, one-on-one mentoring and coaching sessions, and collaboration, team facilitation and tools.
- provides participants an engaging learning experience using rich media such as video and audio streaming, interactive exercises and live facilitation.
- stores live learning sessions that can be accessed anytime, anywhere.

Let the experienced GS Connect Design and Production Team shape your subject matter into a state-of-the art learning experience.

Visit [www.grad.usda.gov/gconnect](http://www.grad.usda.gov/gconnect) for more information.

## Having problems putting your thoughts on paper?

Let us help you fine-tune your skills. Whether you just want to brush up on your grammar or you need to write professional reports, the Graduate School offers a variety of courses to help you improve your writing skills.

### 1 Start with the Basics.

Fundamentals of Writing  
Essentials of English  
Grammar and Usage Workshop

### 2 Move to the Next Level.

Writing for Results  
Effective Government Correspondence  
Clear Writing through Critical Thinking

### 3 Polish Your Skills.

Proofreading  
Managing Other People's Writing

## GS GRADUATE SCHOOL USDA

Pathways to Performance and Success

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GS GRADUATE SCHOOL USDA  
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# STATE & LOCAL GOVERNMENT

## Performance, Accountability and Change

Achievement through Consultation, Facilitation and Training Solutions.

[www.grad.usda.gov](http://www.grad.usda.gov)

