

NEWS

and Information

A Quarterly Newsletter from the Premier Trainer of Federal, State and Local Government Professionals

January-March 2003

SAVE THE DATE

for the
Annual Issues Seminar for Administrative Personnel
on April 21-22
in Washington D.C.
Residential Professional Development Seminar
March 4-7
in Cocoa Beach, FL
April 22-25
in Atlantic City, NJ

programs

The International Institute Delivers for AID

The Graduate School's International Institute has scheduled more than 25 training programs for the U. S. Agency for International Development (AID) field offices for this fiscal year. This delivery of short-term programs is the Institute's fastest growing sector of business. The Institute has developed several new courses to meet AID's needs, including Orientation to USAID Financial Management. Other subjects which interest AID field offices are supervision, writing, appropriations law, office management, interpersonal communications and financial management.

Leading Change Seminar

A redesigned Leading Change seminar (MGMT7201D) is scheduled for Las Vegas, Nevada; Washington, D.C.; Atlanta; and New Orleans in 2003. This dynamic yet practical course presents the strategies and tools for leaders to guide their organizations through today's changing workplace. In its nationwide pilot program in 2002, participants provided valuable feedback, which has been incorporated into the seminar. Customized versions of this seminar can be offered both here and abroad.



International Institute Wins Cyprus Dairy Industry Development Project

To build economic collaboration between the Greek and Turkish sides of Cyprus—partitioned in 1974—the Graduate School's International Institute and the University of Wisconsin's Babcock Center for International Dairy Research will conduct the Cyprus Dairy Industry Development Project. The America-Mideast Educational and Training Services and the State Department awarded the bid November 6, 2002.

Approximately 10 senior representatives from dairy associations, ministries and related institutions on Cyprus will take part in the six-month program, which will assess the dairy industry potential there. A two-week program in Wisconsin will focus on leading edge technologies and dairy industry market development. Their American counterparts will join the Cypriots in Washington for strategic planning and priority-setting activities. Program planning, implementation and follow-up phases plus participants, consultants and program administrators will be linked via a dedicated ListServ for the exchange of ideas and documents and the development of a proposal for future project support. The goal is to create a project that will serve the mutual development interests of the Greek and Turkish Cypriot dairy industry. A three-member consultant team will help the Cypriots present the proposal to prospective funding agencies.

STATS

With retirement of senior managers looming for the federal workforce, agencies hope a mixture of information-age systems, mentoring and old-fashioned storytelling will pass on knowledge and expertise to new employees. To fill prospective gaps of skilled workers, the State Department has raised its participation in the Presidential Management Intern program. Older workers will mentor these interns.



Management Succession Program for Port Hueneme

Like many government departments the Naval Sea Systems Command (NAVSEA) at the Port Hueneme Division (PHD) in California is streamlining its operations for delivering products and services to the fleet. Their business includes integration of large systems on shipboard, in a battle group, within the joint forces and with international allies. This requires experienced personnel with problem-solving ability and good communications skills. Because many in the PHD workforce will soon retire, Executive Director Charlie Giacchi turned to the Graduate School's Executive Potential Program for a Management Succession Program (MSP) based on the Executive Core Qualifications of the Office of Personnel Management.

The MSP gave employees real-life problems to work on which involved interaction with the senior leadership team. Executive interviews and rotational assignments were important, for they expanded the political savvy and strategic thinking of participants to focus on the entire NAVSEA operation.

The results are in. The command's senior leadership is accepting the MSP's input; the organization is not only adapting to but also encouraging change; and the MSP is already generating a return on investment. Nineteen participants read *Built to Last: Successful Habits of Visionary Companies* by James Collins and Jerry Porras, which emphasizes the importance of organization-wide buy-in to goals and values. They were also instrumental in revising the core values and in implementing the command change program and the six strategic objectives. All are now well qualified to handle new leadership positions with the Navy. Download a pdf copy of the report on our Web site at www.grad.usda.gov/PortHueneme.pdf.

Blackboard for Leadership Development Training

Long an innovator in leadership development training, the Graduate School is now using its Blackboard platform to offer online access to information and resources for its leadership development programs. The Graduate School posts all logistical information for its residential sessions on Blackboard to ensure timely delivery to a mobile workforce. Program participants may also access a comprehensive library of executive book reviews, an e-Yearbook, program materials and an archive of consulting reports, which former classes created for various federal agencies. The use of Blackboard's file exchange and discussion board teaches the basics of virtual teaming. Blackboard as a program component has generated enthusiastic reviews from participants. Because of the initial success with Blackboard, the Graduate School envisions using it to build a community of learning leaders in cyberspace.

Leadership Effectiveness Inventory on the Web

Individuals can now participate in the Graduate School's Leadership Effectiveness Inventory on the Web. From logging-in to receiving feedback reports takes less than a month. Participants can check on the status of LEI responses via the Web, and feedback reports can be e-mailed. The LEI is an assessment tool that measures leadership competency and development needs for both individuals and groups in the public sector. For more information, visit the Web site at www.grad.usda.gov/programs_services/lda/LEI.

This winter the Graduate School will offer two human resources courses in the blended learning format, a combination of the traditional classroom experience with outside work on the computer. These "hybrid" classes will meet face-to-face for five evening sessions. In the weeks between each session, students will do the bulk of the work and will interact with their instructor and with fellow students over the Internet via the Blackboard online platform. The blended approach has several advantages: it meets the needs of students who do not want a course that is completely online and by staggering the dates of the classes, only one classroom is needed for two courses.

Register for the following courses online at www.grad.usda.gov, by phone (202) 314-3320, by mail or in person. Send a training authorization form or purchase order to the Registrar's Office, Graduate School, USDA, Suite 120, 600 Maryland Avenue SW, Washington, DC 20024. For course descriptions visit the Graduate School Web site at www.grad.usda.gov. For further information on the blended learning format, call Program Manager Stefan Gunther at (202) 314-3650.

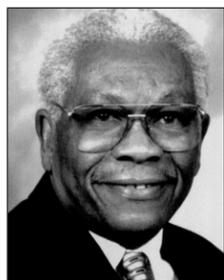
Federal Personnel Procedures (PERS1130E-WO1)

This class for the human resources novice will meet from 6 p.m. to 9 p.m. on the following Mondays: January 27, February 10, March 3, March 17 and March 31.

Staffing and Placement (PERS2250E-WO1)

This course for the more experienced personnel manager teaches federal service staffing principles, specific programs and applications. Classroom sessions are from 6 p.m. to 9 p.m. on the following Mondays: January 13, February 3, February 24, March 10 and March 24.

Faculty Profiles



Benjamin Dupree

Retiring from a career which spanned service in the Air Force, at Alcohol, Tobacco and Firearms at the Treasury Department, in the Dallas office of the Labor Department and later the Office of Personnel Management, Benjamin Dupree joined the Graduate School faculty in 1990. And he loves the job—the students and the travel involved. He has actually taught for four regional centers—midwest, south-west, western and Pacific. Benjamin's government years

focused on personnel management, and he became an expert on the Fair Labor Standards Act (FLSA). He is often called on to teach the FLSA workshop and courses in position management and basic and advanced classification. Add to the schedule agency contract courses; he is a busy person. He spends his rare spare time at church activities and also serves as an American Legion district commander. A native of South Carolina, marriage moved him to Texas. He now resides in Fort Worth. When queried about his Graduate School experience, he said, "I love making a contribution. In a relaxed atmosphere I relate complicated concepts to the real world."



Sue Bartlett and Phyllis Gross

Sue Bartlett and Phyllis Gross have more in common than their instruction in the Graduate School's information technology curriculum and their creation of the online tutorial STARFIRE for the Nuclear

Regulatory Commission. Both post-college careers began in early child education—Phyllis in pre-school and Sue in elementary. Phyllis maintains that being a high tech teacher is not that different, "even to rewarding performance with treats!" After receiving a master's degree in business administration, Phyllis worked as a financial analyst for high tech companies in Colorado, where in her free time and during lunch hour she taught support staff how to read budgets. Now self-employed, she has taught database, spreadsheet and WordPerfect courses at the Graduate School for 12 years. Phyllis enjoys the Washington area, particularly its diversity, but also misses the manufacturing sector where products, not ideas, are produced. At home in Gaithersburg, she supports her children's activities and is an

elder in her church. Phyllis contributed her database management and financial reporting skills to STARFIRE. "I was the nuts-and-bolts person on the project. Sue was the big picture."

Sue's professional career took a different turn initially. Three weeks after her marriage, she and her husband, a technical representative for Westinghouse, moved to Pakistan for a brief period and then to Germany for almost five years. Living on Luftwaffe bases, Sue quickly developed fluency in German. Returning stateside she substituted as a French and German teacher at the high school level and completed 30 hours in computer science at Anne Arundel Community College. After working as a computer specialist for United Van Lines and the Air Force Program Office, Sue became a consultant. Besides Graduate School courses on presentations and Web design, she has taught WordPerfect and Excel to the staffs of the Internal Revenue Service and the U.S. House of Representatives, has presented at conventions and has even taught at sea for Cunard Lines. Sue's primary client is the Nuclear Regulatory Commission; her specialties are Web design and presentations, particularly PowerPoint. She and her husband have two grown children and live in Annapolis, where they sail and scuba dive. For STARFIRE Sue was the design person—choosing colors, screen design and presentation.



Howard Cox

Years of experience in computer security provide the content for Howard Cox's courses on procurement and computer fraud at the Graduate School. At the present time he heads the computer intrusion unit in the Office of the Inspector General at the U.S. Post Office. Also an educator, he teaches computer security at George Washington University. At Seton Hall University in New Jersey, Howard majored in history and

later received a law degree from the Georgetown Law Center. He went on to work in the inspectors general offices of the Department of Defense and the General Services Administration and on the legal staff of the Senate Permanent Subcommittee on Investigations. During the 1980's, Howard was a lawyer for the Resolution Trust Corporation—the office created to deal with the savings and loan debacle. At the Graduate School he successfully led an effort to develop a training package for investigators in the Office of Inspector General at the Department of Transportation. For this Howard received an Award for Excellence from the President's Council on Integrity and Efficiency. He, his wife and three children live in Montgomery County, where they strongly support their children's education and activities. In fact, his wife is an elected member of the school board.

PITI/VITI ASSISTS INSULAR GOVERNMENTS WITH FINANCIAL REPORTING

In partnership with the Department of the Interior's Office of Insular Affairs, the International Institute's Pacific and Virgin Islands Training Initiative (PITI/VITI) has assisted with the formation of the Insular Government Finance Officers Association (IGFOA). The purpose is to champion the cause of improving financial management.

The current initiative is focused on developing performance standards for finance operation service areas, indicators that measure efficiencies and quality, and data collection and analysis processes. The desired result is timely issuance of quality financial statements that are consistent with generally accepted accounting principles

(GAAP) and the objectives of the Government Accounting Standards Board (GASB). In the end, these financial reports will also contribute to an informed citizenry. The Institute and the Department of the Interior are currently working with the chief financial officers of the insular governments to develop performance standards and indicators.

MARIANA ISLANDS

Governor Juan Babauta of the Commonwealth of the Northern Mariana Islands (CNMI) visited the Graduate School on October 1, 2002 to sign a Memorandum of Understanding to extend a longstanding Financial Management Improvement Plan between his government and the International Institute. During the past five years,

CNMI has progressed significantly in improving its financial management by implementing this plan. Priorities are improved budget planning and resource allocation, procurement and workforce development. This program is one component of the Pacific and Virgin Islands Training Initiative (PITI/VITI), under which the Graduate School and the Department of the Interior's Office of Insular Affairs partner to deliver training and developmental services to insular governments. Before his gubernatorial election, Babauta was his government's non-voting representative to Congress. During that time he enrolled in several Graduate School courses.

Organizational Learning Curriculum for Learning Leaders

The Graduate School's new Organizational Learning Curriculum for Learning Leaders is a multi-dimensional program designed as a lifelong system of learning. Primarily for public sector leaders, the program currently consists of two courses, access to cutting-edge publications, a Community of Practice and consulting services.

The Core Competency course focuses on leadership practices and the five disciplines necessary for a learning environment: building shared vision, systems thinking, personal mastery, mental models and team learning. It provides the tools and methods to create an environment that encourages learning and quality performance. The Systems Thinking course develops systems thinking skills for everyday use. In class exercises and group projects, participants learn how systems work and the vocabulary used in communicating about them. Case examples and current work issues are presented.

Course participants receive lifetime access to two publications from Pegasus Communications: *The Systems Thinker* and *Leverage Points*. In addition, a public sector "Community of Practice" provides coaching, mentoring and experiential learning opportunities to individuals who are assisting organizations to develop learning leaders.

The Graduate School also offers public sector organizations access to senior consultants from the Society for Organizational Learning for assistance in accomplishing their goals. Currently the Federal Aviation Administration (FAA) and the National Aeronautics and Space Administration (NASA) have signed agreements for such assistance and training. The FAA will employ the after-action reviews in their rule-making process, and NASA will use systems thinking and mapping to deal with complex systems. For a course schedule and more program information, visit our Web site at www.grad.usda.gov/olcc or phone (202) 314-3570.

Fulbright Teacher Exchange Hosts Omani School Administrators

In September, the Fulbright Teacher Exchange Program at the Graduate School hosted 12 school administrators from Oman. Magnet schools, second-language programs, and teacher and school administrator associations warmly welcomed the Middle Easterners to the Washington, D. C. area. Also on their agenda were a suburban PTA meeting, a Mount Vernon tour and an Islamic weekend school. They then traveled to individual assignments in Massachusetts, Connecticut, Ohio, Texas, Kansas and Illinois.

The *Newton Kansan* quoted an Omani administrator, "When you are in a place, you learn more than just hearing about it...I wanted to see the system here, and I wanted to see how we can improve our system." The superintendent of schools in Newton was enthusiastic: "It is always good to come into contact with new ideas and get different perspectives on things."

The International Institute's nine-member Fulbright staff administers this program under a grant from the Department of State's Bureau of Educational and Cultural Affairs. The program's purpose is to promote international understanding; international educators teach in assigned states, and our educators teach in host schools abroad.



MESSAGE FROM THE EXECUTIVE DIRECTOR



The roles of today's managers and supervisors bear little resemblance to those of yesteryear. And the scope of their positions has widened. Managers and supervisors must be responsible for interpreting cultural and gender issues, managing a telecommuting staff and implementing work site security. They must master technical and communications skills. Good managers also need leadership

skills in order to excel in today's complicated environment. However, managers and leaders are not the only ones who must exemplify leadership skills. Leaders are needed at every level of the organization. Leadership development encompasses learning how to persuade and motivate employees, how to interpret and facilitate change and how to lead an organization to improved performance. For some, managerial, supervisory and leadership skills are natural; for most, they must be acquired.

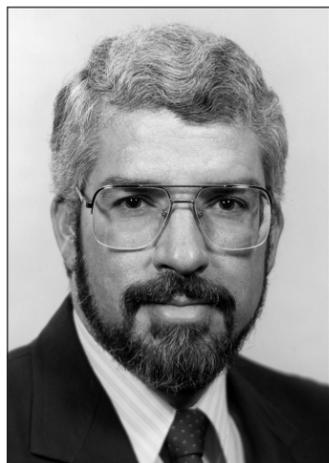
The Graduate School addresses all these needs with updated courses such as Leading Teams and Introduction to Supervision. The School presents workshops in advanced executive communications skills, and we have a complete curriculum of technology courses. Offerings like the Organizational Learning Curriculum for Learning Leaders and the Dimensions of Leadership Conference endorse learning as a lifelong system. We also develop the leadership skills at all levels in programs such as the Aspiring Leader, New Leader, Executive Leadership, Executive Potential and the Senior Executive Service.

Our International Institute offers management, supervisory and leadership training around the globe. In Tanzania, El Salvador and Egypt, we teach financial management for the Agency for International Development (AID) field missions. We have implemented a Russian leadership program, and we are assisting with economic development on Cyprus. The Institute has trained Polish government officials in contracting and management.

Experienced faculty members teach these courses and programs, and the Graduate School continues to meet the new, and often challenging, training demands of today's workplace and tomorrow's leaders.

Dr. Jerry Ice

NEWSbriefs



2002 DISTINGUISHED EXECUTIVE AWARD FOR BOARD MEMBER KEITH J. COLLINS.

Keith J. Collins, chief economist at the Department of Agriculture and longtime member of the General Administration Board for the Graduate School, has received a 2002 Distinguished Executive Award. The President recognizes a small group of senior executives annually with this President's Rank Award for exceptional longterm accomplishments. Winners are leaders, professionals and scientists who have achieved results and have demonstrated strength, integrity, industry and a commitment to excellence in public service. An expert in agricultural policy and policy analysis, Collins is a leader in developing farm policy and programs to strengthen the competitive and financial position of

farm and rural people and for development of world-class agricultural market information systems. He has served the Graduate School as board member and interim acting chair; currently he is vice chair.

IPMA

The Graduate School and the International Personnel Management Association (IPMA) Federal Section will partner in early 2003 to offer a new Human Resources Professional Development Leadership Program. This will provide a new perspective on evolving human resources roles as well as tools and practices to develop as future human resources leaders.

BUFFALO NITE

Ed Willett, Program Manager for the congressional programs and legislative affairs at the Graduate School, USDA, attended the annual "Buffalo Nite" honoring distinguished Buffalo natives and former residents on September 25, 2002 in Washington, D.C. Ed is a board member of the event's sponsor, the New York State Society, which presented its annual "Charging Buffalo Award" to Gwen Ifil, correspondent on the Lehrer report and moderator of public television's Washington Week in Review. Past recipients include Mark Russell, Tim Russert, Wolf Blitzer and the Honorable James Molloy, formerly doorkeeper to the House of Representatives.

AWARD TO ELIZABETH PIPER

The National Aeronautics and Space Administration (NASA) cited Graduate School employee Elizabeth Piper with a Special Service Award at the honor awards ceremony at NASA headquarters in Washington, D.C. on October 23, 2002. Piper has provided career management and counseling support to the workforce at NASA headquarters.

GOOD NEWS

After selected Washington Metropolitan Area Transit Authority (WMATA) employees benefitted from the Graduate School course Mediating Employee Disputes, WMATA created its own mediation program. Evening programs instructor Larry Ray, an expert in dispute resolution, had taught the contract course.