

2/23/04**SUBJ: Southern Region Flight Standards Division Leadership Enhancement and Development (LEAD) Program**

1. PURPOSE. This order prescribes the guidelines and procedures governing the Southern Region Flight Standards Leadership Enhancement and Development (LEAD) Program. The program's purpose is to increase opportunities for a diverse AVR workforce to demonstrate its talents and prepare for leadership roles.
2. DISTRIBUTION. This Order is being distributed to the section level in all Southern Region Flight Standards Division, Flight Standards District offices, Branches and Sections.
3. BACKGROUND. This program supports the FAA's strategic goal to "provide a model work environment supporting a productive, diverse and highly skilled workforce needed to carry-out the FAA's mission into the 21 "century." To accomplish this goal, the Southern Region Flight Standards Division, ASO-200, is committed to focusing on human capital, quality of work life, and effectively managing a diverse workforce.

The Southern Region Flight Standards LEAD Program incorporates a system of assessing skills for entry into the supervisory and managerial levels. The Southern Region Flight Standards LEAD Program provides for essential managerial and supervisory skills development and programmatic training to a cadre of high potential candidates.

This program is available to all Southern Region Flight Standards employees who meet the eligibility requirement, regardless of race, color, sex, religion, national origin, age, perceived or actual disability, or sexual preference. All Southern Region Flight Standards employees are eligible and encouraged to bid for entry into the program.

4. SCOPE.
 - a. Managerial.
 - (1) Flight Standards IFO/CMO/District Office Managers.
 - (2) Flight Standards IFO/CMO/District Office Assistant Managers.
 - (3) Flight Standards Division and Branch Manager positions.
 - b. Supervisory.

(1) Entry-level supervisory positions.

5. DEFINITIONS.

a. The LEAD Program cycle is the time period from the opening of the LEAD Program announcement through the total LEAD Program evaluation process. The cycle is completed when a new LEAD Program register is distributed (usually one year).

b. The LEAD Program Register provides a list of eligible candidates for positions covered by this order. The register includes candidates from previous LEAD Program registers.

c. The Administrative Services Branch, ASO-210, is responsible for the LEAD Program (Field Support and Flight Standards Resource Management).

d. Target positions are those managerial and supervisory level positions covered by this order, paragraph 4

6. GUIDELINES. The requirements of the Flight Standards Service shall always have precedence over individual training or career goal needs. Flight Standards management reserves the inherent right to assign work. Further, the candidate and the candidate's manager are responsible for ensuring the organization's overall productivity is not unduly burdened by having a significant portion of the workforce engaged in personal developmental activities at the same time.

All personnel involved in this program are encouraged to provide feedback when appropriate. A Feedback Worksheet is provided for that purpose.

All program worksheets can be found in Appendix 4 of this Order.

A number of factors may influence acceptance into the program or the timing for the participant to begin the succession process.

a. Number of available or projected opportunities.

b. Impact on office; i.e., current work demands in the office versus staffing availability (Ref. Para. 12(i)).

c. Employee readiness; employee must be performing at an acceptable level and must have met all employee conduct requirements for at least two years prior to the date of application.

d. Number of candidates competing for participation in the program versus available slots.

e. Funding availability. When candidates are Bargaining Unit Employees (BUE), the Division Manager may share with the Regional Business Agent (RBA), information about applicants selected

for the program prior to the announcement of its selections. The RBA may review all BUE applications for participation in the program.

7. ELIGIBILITY CRITERIA FOR THE LEAD PROGRAM EVALUATION PROCESS. Prior to the closing date of the LEAD Program announcement, all applicants must have as a minimum:

a. For managerial candidates:

(1) One year FAA, Flight Standards supervisory experience as documented by a Notice of Personnel Action, SF-50, or other official documentation in the Official Personnel File (OPF). Candidates may use alternate experience, which demonstrates equivalent leadership skills to satisfy the supervisory requirement. If alternate experience is used candidates must have at least three years of experience in Flight Standards.

(2) An Individual Development Plan (IDP) at the time of application.

(3) Meet a minimum threshold of satisfactory performance and have not received a suspension of any duration, demotion for performance or conduct, or removal, during the performance year. An applicant who has been placed on an ODP will be ineligible for three (3) years pending successful completion of the ODP.

b. For supervisory candidates:

(1) An Individual Development Plan (IDP) in effect at the time of application.

(2) Three years of Flight Standards experience.

(3) One year at the full performance level, in their specialty.

(4) First level supervisor recommendation (optional).

(5) Have not received a suspension of any duration, demotion for performance or conduct, or removal, during the performance year. An applicant who has been placed on an ODP will be ineligible for three (3) years pending successful completion of the ODP.

8. HOW TO APPLY. To apply for the LEAD Program, candidates must submit an application package to the Manager, Flight Standards Administrative Services Branch, ASO-210.

a. Application submission. Application packages will be submitted electronically in accordance with announcement instructions. A hard copy of the application will also be forwarded by mail with original signatures. The application package must be postmarked no later than the closing date of the LEAD Program announcement, and received within five working days of the closing date, for the applicant to receive consideration. Applications received through government paid mail (penalty mail) will not be considered.

b. Application package content. The material required for application packages should be limited to only those items required. Additional materials submitted will not be considered. The required materials for both Management and Entry Level Supervisor positions are as follows:

(1) A cover memorandum for entering the LEAD Program. The memorandum should include the candidate's supervisor and/or manager's written endorsement at the bottom of the cover memorandum (optional).

(2) A copy of the applicant's Individual Development Plan (IDP).

(3) An Application for Federal Employment (SF- 17 1), Optional Application for Federal Employment (OF-6 12), or resume. Original signatures are required.

(4) A First Level Supervisor's Assessment Worksheet may be completed and signed by the applicant's first level supervisor (Optional).

(5) Applicant Self-Assessment Worksheet.

(6) Alternate Experience Supplement. This supplement is required only if the candidate does not have at least one year FAA, Flight Standards supervisory experience in accordance with paragraph 7, sub paragraph, a (I), above.

9. LEAD PROGRAM CANDIDATE EVALUATION PROCESS. The evaluation process is a four-step process and will be utilized to determine which candidates will be placed into the LEAD Program. An Assessment Panel will conduct the evaluation.

a. Assessment Panel. The Assessment Panel shall be composed of at least four participants. Three participants will be from Flight Standards and one participant will be from the Office of Human Resource Management.

(1) Assessors representing Flight Standards shall be at the K-band level or above for manager applicants, and J-band or above for supervisor candidates. They must currently hold or have held a management or supervisory position.

(2) Assessors representing the Human Resource Management offices shall be equivalent to the team lead level or above.

(3) The Flight Standards Division Manager or their representative must approve assessment panel participants.

b. First Assessment Segment. The first step in the evaluation process is determining eligibility. The Assessment Panel will assess whether the candidate meets the LEAD Program eligibility criteria.

(1) The Assessment Panel will review all applications to ensure that the necessary documentation is included.

(2) The Assessment Panel will assess those applicants applying with the Alternate Experience Supplement, to ensure that the necessary documentation is included.

(3) Those candidates not meeting the eligibility requirements will be notified by mail by the Assessment Panel Chairperson that they will not receive further consideration for the LEAD Program. The applicant's submission for consideration will be returned with a written explanation of why their application did not receive further consideration. Those candidates may reapply during any future LEAD Program announcement.

(4) Candidates that meet the eligibility requirements will be forwarded to the next step in the process.

c. Second Assessment Segment. The assessment panel will conduct the second step of the evaluation process which is to assess potential and current management skills in the following areas: communications skills, leadership, interpersonal relations and influence, problem solving, building teamwork and cooperation, organizational skills, organization awareness, and demonstrated work ethics.

d. Third Assessment Segment. The assessment panel will rate and rank the application packages. These will be rated and ranked based on completeness, applicant's background, recommendations, IDP, and applicant's supervisor's comments on management skills. These assessments are based on a total of the scores on the applicant/manager skill areas. The highest ranked packages will be selected for continued processing. Those candidates whose packages are not accepted for continued processing will receive verbally, a summary of their results and feedback from the Assessment Panel. These candidates may reapply at the next LEAD Program announcement.

e. Fourth Assessment Segment. Applicants who are selected for continued processing will receive a 360 Degree Profile and will be interviewed by the assessment panel after the Profile has been completed. The results of a 360 Degree Profile and an interview with the Assessment Panel will be rated and ranked and added to the scores in the third assessment. The results of the 360 Degree profile will be provided to the candidate, Assessment Panel, candidate's Mentors, LEAD Program Manager and Flight Standards Division Manager.

The assessment panel will ensure that there are no ties by forwarding the highest ranked packages (identified from high to low) to Manager, Flight Standards Division, ASO-200, for selection to the LEAD Program. The number of packages forwarded will vary depending on regional needs.

Those applicants not forwarded to the ASO-200 division manager, if requested by the applicant, will receive a verbal summary of their results along with feedback from the Assessment Panel. This discussion should include suggestions for improving performance and encourage self- development. These candidates may reapply at the next LEAD Program announcement.

10. LIST OF ELIGIBLE LEAD PROGRAM CANDIDATES AND PROGRAM COMPLETION REGISTER. ASO-2 10 shall prepare, distribute, and maintain the Southern Region Flight Standards LEAD Program eligibility list. This list shall contain the names of candidates referred by the Assessment Panel with concurrence from the Flight Standards Division Manager. Successful candidates, completing 'c' or 'd' below as appropriate, will be placed on a register of eligible candidates.

a. Eligibility duration and expiration date. ASO-2 10 will advise candidates of their placement on the eligibility list and advise them of their expiration date.

b. Candidates approved by the Flight Standards Division will be placed in the LEAD program, and have three years to complete the program. Candidates may withdraw from the program with written notification to the Division Manager.

c. Manager candidates will be eligible to participate in training and growth enhancement opportunities as defined in Appendix 1 of this order.

d. Entry-level supervisor candidates will be eligible to participate in training and growth enhancement opportunities as defined in Appendix 2 of this order.

e. ASO-210 is responsible for budgeting and providing for the candidate's developmental program as outlined in paragraph 12 of this order and Appendices.

f. Removal from the register. Candidates will be removed from the register under the following conditions:

(1) When selected from the register for a target position.

(2) When a candidate requests, in writing, removal from the register

(3) When the candidate leaves the Flight Standards Service.

(4) When a candidate has an adverse personnel action sustained.

(5) When they do not meet a minimum threshold of satisfactory performance and have received a suspension of any duration, demotion for performance or conduct, or removal, during the performance year. An Opportunity to Demonstrate Performance (ODP) is considered as a disqualifying action and the candidate will be removed from the program.

g. Withdrawing from the program. Candidates may withdraw from the eligibility list or register by providing written notification to the Division Manager. Candidates withdrawing from the eligibility list may be reinstated to the list at any time during their original three-year eligibility period by forwarding a written request through the candidate's Supervisor/Manager to the program office. A reinstated candidate will be retained on the eligibility list for the remainder of the

candidate's original eligibility period. Request for other considerations pertaining to the eligibility list must be made in writing to the Manager, Flight Standards Division, through the candidates Supervisor/Manager.

11. FILLING VACANT MANAGERIAL/SUPERVISORY POSITIONS.

a. Vacant Managerial/Supervisory positions will be filled by the bid process, by reassignment, or through the Internal Placement Process (IPP).

b. This program does not entitle participants to be automatically considered or selected for a supervisory or managerial position. However, it does provide participants an opportunity to observe and participate in a variety of program areas, thereby increasing their leadership knowledge, skills, and abilities, and thus making participants more competitive and functional if selected.

c. Non-participation in this program does not preclude an individual from bidding on an advertised supervisory or managerial position.

12. PROGRAM ADMINISTRATION.

a. ASO-210 is responsible for the success and administration of the LEAD Program. This may be accomplished with the establishment of a centrally maintained pool of candidates, who will be matched to assignments designed to develop and demonstrate their talents as future leaders. Participation does not guarantee appointment to current or future vacancies, including promotions or lateral transfers.

b. The success and administration of the LEAD Program includes the following: the development of a training program for participants; the identification of program mentors; the identification of participants; the identification of assignments to include shadowing, details, rotational assignments, and training; and the matching of participants with available assignments.

(1) The development of an in-house training program will include the subject areas identified in Appendices 1 and 2, as appropriate to the program target position.

(2) The identification of program mentors will be in accordance with the guidelines specified in Appendices 1 and 2.

(3) One or more candidates may be assigned to Field Offices, Regional, or National Headquarters on a rotational basis to gain staff, supervisory, or managerial experience.

(4) The matching of participants with available assignments involves long-term development including mentoring, shadowing, details, rotational assignments, and training (formal, informal, and self-initiated). The Program Manager in coordination with the mentors will identify and coordinate these developmental opportunities for the candidates.

c. ASO-210 will designate a Program Manager/Project Manager whose primary responsibility is to ensure program success with managerial and leadership oversight provided by the Manager,

ASO-2 10. The individual assigned to these primary responsibilities may also have other collateral duties that are secondary in nature.

d. ASO-2 10 is responsible for the following:

(1) Program announcement processing. The ASO-210 branch will prepare the Southern Region Flight Standards Division's Program opportunity, collaboratively with the Region's Human Resource Management Division, ASO-10, which includes the program title, closing date, area of consideration (Southern Region only), and any other relevant information relating to the program opportunity. ASO-210 shall transmit the program announcement via electronic mail to all employees within the Southern Region, Flight Standards Division.

(2) Each manager is responsible for encouraging all candidates within its jurisdiction who appear to be highly qualified as being eligible for the announced program opportunity. Provisions should be made by management to allow sufficient time to respond to the program announcement.

(3) Forming a cadre of panel members (Assessment Panel Members) that meet the assessment panel composition requirements as defined in paragraph 9 (a)(1) of this order. The members for this panel will be managers for managerial positions or managers and supervisors for supervisory positions. This panel will review all applications from prospective candidates and rate and rank prospective candidates. ASO-210 is responsible for recruiting the Assessment Panel member from the Office of Human Resource Management, ASO-10, and remaining panel members as defined in paragraph 9 (a) of this order.

e. Records management shall be the responsibility of ASO-210. Records will be developed for electronic tracking and used through out the program.

f. ASO-210 will provide the funding and be responsible for budget formulation, submission, and management. Budget submission shall support the requirements identified in Appendices 1 and 2.

(1) Alternative to limited funding.

(a) ASO-210 will sponsor and provide in-house training to candidates. In-house training subject areas are listed in Appendices 1 (4) and 2 (4) as appropriate.

(b) Assessment panel members will utilize electronic means and video conferencing to the maximum extent possible to aid in the making the program successful and receiving the maximum benefit from limited fiscal resources.

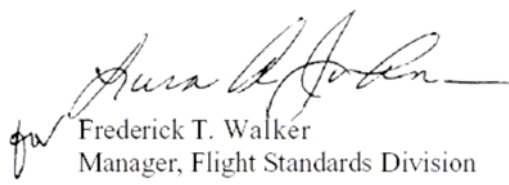
g. Managerial/Supervisory Roles and Responsibilities. The success of the LEAD Program will depend on the commitment and support of all managerial and supervisory personnel. Managers, with input from supervisors, will be responsible for identifying assignments within their offices and notifying the program office. Managers and supervisors are responsible for mentoring, providing

notifying the program office. Managers and supervisors are responsible for mentoring, providing guidance, support, and feedback to program participants to help make their assignments successful. Managers will ensure that enough time is provided to successfully complete self-initiated learning goals.

h. Program Success. The ASO-210 Branch Manager will be responsible for the success of the LEAD Program. This manager will establish guidelines for identifying participants, monitoring the program at scheduled intervals and making changes as necessary, holding managers and supervisors accountable for supporting the program, soliciting feedback from participants, and continuing support from special emphasis groups.

i. LEAD Program coordination. To provide feedback on the process, semi-annual meetings will take place between the ASO-210 manager, the LEAD program manager, others identified by the LEAD program manager, and the PASS Regional Business Agent or his/her representative. Annual reviews will take place to assess the program's success, and make adjustments as needed.

j. Contingency Plan. A contingency plan is required to ensure a level playing field. The contingency plan will enable personnel from all offices an opportunity to participate without the requirement to continue to perform their normal duties during specific phases of the program. The contingency plan will facilitate planning for staffing to support the goals and objectives of the LEAD program. ASO-210 will assure each office develops a contingency plan.


Frederick T. Walker
Manager, Flight Standards Division

Appendix 1. Southern Region LEAD Program
Target Position – Manager

1. **PURPOSE:** The Southern Region Leadership Team recognizes the need to ensure the development of future leaders. The purpose of this appendix is to develop and implement a regional managerial succession plan and provide essential managerial skills development and programmatic training to a cadre of high potential candidates.

2. **Possible Sources of Training/Providers:**

SDA Graduate School
Center for Management Development (CMD)
Office of Personnel Management (OPM)
Local Education Options (Resources)
Headquarters
Region

3. **Employee Responsibility:** Employees will aggressively complete all developmental assignments in a timely manner. Upon completion, employees participating in the program will provide the LEAD Program Manager a written synopsis of the training and developmental experiences while in the program.

4. **Program Descriptions:** The program consists of the successful completion of the following six Elements:

Element 1 : Individual Development Plan (IDP)
Element 2: Mentoring
Element 3: Shadowing
Element 4: Details
Element 5: Rotational Assignments
Element 6: Training (Subpart A, B, and C)

a. Element 1: Individual Development Plans (IDP)

Although the IDP process is a voluntary program within the Agency, it is mandatory for this program. An IDP is a written schedule or plan designed to help employees achieve their particular developmental goals. The employee and their supervisor establish reasonably attainable development goals and then outline a plan to achieve the stated goals. The participant will share the IDP with their respective Mentor and retarget as appropriate to meet program goals.

b. Element 2: Mentoring

Solicitation for mentors will be made to develop a mentor pool. This solicitation will be made via email or memo. All Mentors will be required to take the Mentoring Skills course provided by the USDA Graduate School, or equivalent.

A mentor will be assigned to each new candidate prior to entering the program. An initial visit should be held with the mentor prior to moving into the program. This will enable both parties to become acquainted and to share information that is critical to building a strong future support system. Motivated candidates will be assigned a mentor from a Division Manager approved pool. This Element is informal and will require minimal documentation.

Mentors will provide feedback to participants at 3-month intervals to include identified strengths and weaknesses, and development opportunities. Upon successful completion of the program, the mentor will provide the candidate and the Flight Standards Division Manager with feedback.

c. Element 3: This Element provides the opportunity for the participants to "shadow" management personnel during the course of a typical business day. This program helps the employee conceptualize the positions they may be seeking, as well as provides an opportunity to network. Shadowing will not normally exceed one week but is extendable up to one month. This Element is informal and will not require extensive documentation. This program is subject to availability, workload, and the sensitivity of the work being performed by the person to be shadowed.

Region
AFS 200
AFS 210
AFS 290
Shadowing

Headquarters (As appropriate depending on target position)
AFS 50
AFS 70
AFS 100
AFS 200
AFS 300
AFS 400
AFS 800

d. Element 4: Details

Details are temporary job assignments to open positions and/or special projects for the purpose of gaining additional knowledge and expertise. Details will be based on availability. Details are not a requirement of the program, however, they are highly encouraged to gain breadth of experience and knowledge.

e. Element 5: Rotational Assignments

The rotational Element involves an informal, focused view with regard to operations in a specific Line Of Business. The participant would spend an appropriate amount of time in the functional areas listed below, depending on the participant's level of expertise, learning capacity and subject matter.

Upon completion of each specific functional area the participant will get a written sign-off.

Regional Level

Benefits
Classification
Compensation
Contracting Emergency Planning
Employee Development
FOIA/Privacy Act
Incentive Awards
Internal Placement Program
Integrated Personnel and Payroll System
Labor Relations
Leave Program
OIG/GAO Coordination
Office Evaluation
Organizational Development
Passports
Performance Management
Personnel Action Processing
Position Management
Recruitment and Staffing
Occupational Safety and Health Program
Security Program
Selection Process (Including Interviews)
Suggestion Program
Time and Attendance Management
Training Needs Assessment
Travel Management
Visas

Field Level

Automation Management
Awards and Recognition Program
Budget Management
Communication System
Emergency Plans
Employee Assistance Program
Government Vehicles
Integrated Personnel and Payroll System
Logistics
Mail Control
Occupational Health & Safety Program
Office Library
Office Policy Manual
Office Security

Office of Workers Compensation Claims
On the Job Training
Partnership for Safety
Personnel Management
Position Management
Property Management
Sign-out Board Procedures
Staff, Management and Union Meetings
Telephone Availability
Training Program (Includes Training Needs Assessment)
Inspector Certificate Work Assignment Process

f. Element 6: Training

The training triad will encompass formal training, informal training, and self-initiated learning. Appropriate training will be selected based on the feedback assessed from the 360-degree evaluation tool. The 360-degree tool will be administered by the Center for Management Development (CMD) or an equivalent source and will be the basis for training decisions. Participants will take three (3) courses; two (2) formal courses to strengthen their weaknesses and one (1) informal course to capitalize on their strengths. Courses may be selected from the lists below or equivalent courses as determined by the participant's mentor and the program manager. Participants will also perform self-initiated learning from mutually agreed upon selected readings or courses chosen by the participant and their mentor.

Subpart A: Formal Training

USDA:

Coaching Skills for Today's Leaders
Conflict Across Cultures
Strategic Planning for Government Organizations
Management Decision Making and Problem Solving
Management Development
Communicating for Results
Constructive Conflict Resolution

CMD:

Strategic Planning through the Power of Vision (POV)
Influence, Inquiry & Implications
Effective Communication Skills

Subpart B: Informal Training

American Management Association:

Developing Executive Leadership
AMA Advanced Leadership Program
Improving your Managerial Effectiveness
Moving from an Operational Manager to a Strategic Thinker
Effective Executive Speaking

Subpart C: Self-Initiated Learning

Fed Week

Government Executive Books

Review of Management Books/Materials

Periodicals

FLRA decisions

Related Correspondence Courses

CBI/CBT/WBT

References:

FAA Order 3410.6

Flight Standards Career Planning Handbook

FAPM Letter 9226

Upward Mobility Program

FAPM Letter 410

Training and Development

USDA Graduate School

Catalog

CMD

Catalog

Appendix 2. Southern Region LEAD Program
Target Position – Supervisor

1. **Purpose:** The Southern Region Leadership Team recognizes the need to ensure the development of future leaders. The purpose of this appendix is to develop and implement a regional managerial succession plan and provide essential managerial skills development and programmatic training to a cadre of high potential candidates.

2. **Possible Sources of Training/Providers:**

- USDA Graduate School
- Center for Management Development (CMD)
- Office of Personnel Management (OPM)
- Local Education Options (Resources)
- Headquarters
- Region

3. **Employee Responsibility:** Employees will aggressively complete all developmental assignments in a timely manner. Upon completion, employees participating in the program will provide the LEAD Program Manager a written synopsis of the training and developmental experiences while in the program.

4. **Program Description:** The program consists of the successful completion of the following six Elements:

- Element 1: Individual Development Plan (IDP)
- Element 2: Mentoring
- Element 3: Shadowing
- Element 4: Details
- Element 5: Rotational Assignments
- Element 6: Training (Subpart A, B, and C)

a. Element 1: Individual Development Plans (IDP)

Although the IDP process is a voluntary program, it is mandatory for this program. An IDP is a written schedule or plan designed to help the employee achieve their particular developmental goals. The employee and their supervisor establish reasonably attainable development goals and then outline a plan to achieve the stated goals. The participant will share the IDP with their respective mentor and retarget as appropriate to meet program goals.

b. Element 2: Mentoring

Solicitation for mentors will be made to develop a mentor pool. This solicitation will be made via email or memo. All Mentors will be required to take the Mentoring Skills course provided by the USDA Graduate School, or equivalent.

A mentor will be assigned to each new candidate prior to entering the program. An initial visit should be held with the mentor prior to moving into the program. This will enable both parties to become acquainted and to share information that is critical to building a strong future support system. Motivated candidates will be assigned a mentor from a Division Manager approved pool. This Element is informal and will require minimal documentation. Mentors will provide feedback to participants at 3-month intervals to include identified strengths and weaknesses, and development opportunities. Upon successful completion of the program, the mentor will provide the candidate and the Flight Standards Division Manager with feedback.

c. Element 3: Shadowing

This Element provides the opportunity for the participants to "shadow" management personnel during the course of a typical business day. This program helps the employee conceptualize the positions they may be seeking, as well as providing a golden opportunity to network. Shadowing will not normally exceed one week, extendable weekly up to one month. This Element is informal and will not require extensive documentation. This program is subject to availability, workload, and the sensitivity of the work being performed by the person to be shadowed.

Region
AFS 210
AFS 250
AFS 290

Headquarters (As appropriate depending on target position)

d. Element 4: Details

Details are temporary job assignments to open positions and/or special projects for the purpose of gaining additional knowledge and expertise. Details will be based on availability. Details are not a requirement of the program, however, they are highly encouraged to gain breadth of experience and knowledge.

e. Element 5: Rotational Assignments

The rotational Element involves an informal, focused view with regard to operations in a specific Line Of Business. The participant would spend an appropriate amount of time in the functional areas listed below, depending on the participant's level of expertise, learning capacity and subject matter. Upon completion of each specific functional area the participant will get a sign-off.

Regional Level

Accountability Board
Automation Management

Budget Management
Conduct and Discipline
EEO Issues
Ethics Program
Flight Standards Recognition Program
Hotline Complaints
Integrated Personnel & Payroll System
Model Work Environment
Partnership
Performance Management
Position Management
Occupational Safety and Health Program

Field Level

Automation Management
Awards and Recognition Program
Budget Management
Communication System
Emergency Plans
Employee Assistance Program
Government Vehicles
Integrated Personnel and Payroll System
Logistics
Mail Control
Occupational Health & Safety Program
Office Library
Office Policy Manual
Office Security
Office of Workers Compensation Claims
On the Job Training
Partnership for Safety
Personnel Management
Position Management
Property Management
Sign-out Board Procedures
Staff, Management and Union Meetings
Telephone Availability
Training Program (Includes Training Needs Assessment)
Inspector Certificate Work Assignment Process

f. Element 6: Training

The training triad will encompass formal training, informal training, and self-initiated learning. Appropriate training will be selected based on the feedback assessed from the 360-degree evaluation tool. The 360-degree tool will be administered by the Center for Management Development (CMD), or an equivalent source, and will be the basis for

training decisions. Participants will take three (3) courses; two (2) formal courses to strengthen their weaknesses and one (1) informal course to capitalize on their strengths. Courses may be selected from the lists below or equivalent courses as determined by the participant's mentor and the program manager. Participants will also perform self-initiated learning from mutually agreed upon selected readings or courses chosen by the participant and their mentor.

Subpart A: Formal Training

USDA:

Intro to Supervision
Leadership Essential
Leading Teams and Groups
Communicating for Results
Constructive Conflict Resolution

CMD:

Leadership Development Program (LDP1) or
Leadership Development Labor Relations (LDLR)
Leadership Development Program (LDP 2)
Effective Communication Skills

Subpart B: Informal Training

American Management Association:

Making the Transition to Management
Managing Technical Professionals
Improving your Managerial Effectiveness
Making the Transition from Staff Member to Supervisor
Leadership Skills for Supervisors
Effective Executive Speaking
Occupational Safety for Supervisors, 14600 (Correspondence)
Emergency Readiness for the Twenty-First Century, 14039 (Correspondence)
Writing Improvement, 14014 (Correspondence)
Interpersonal Skills for the Leadership Role, 14033 (Correspondence)
Building Organizations and Managing Work, 14038 (Correspondence)
Introduction to Basic Labor Relations, 14040 (Correspondence)
The FAA Budget Process, 1404 1 (Correspondence)
Managing Diversity in the Workforce, 01317 CBI
Union and Employee Rights, 12703
CBI Using EAP Resources, 12711 CBI
Leave Administration, 12716 CBI
Orientation to the FAA-A Self-Directed Guide, 01000 CBI
Emergency Readiness for the 21st Century, 01001 CBI
Building a Model Work Environment, 01002 CBI
Labor Statutes, Laws and Contracts, 01003 CBI
Management Rights and Responsibilities, 01004 CBI
Grievances Unfair Labor Practices, 01005 CBI

Participative Management, 01006 CBI
Supervisory Notes, 01007 CBI
Using EAP Resources, 01008 CBI
Leave Administration, 01009 CBI
Stress and Trauma Management, 01010 CBI
Interpersonal Skills, 01011 CBI
Organization of Work, 01012 CBI
Reasonable Suspicion Training for Managers and Supervisors, 01013 CBI
Union and Employee Rights and Responsibilities, 01016 CBI
The Collective Bargaining Process, 01017 CBI
MOUs, Facility Directives, and Past Practices, 01018 CBI
Conduct and Discipline, 01019 CBI
Career Development, 01021 CBI
Change Management, 01022 CBI
Skills for the Interviewer, 01023 CBI
Processing EEO Complaints, 05600 IVT

Subpart C: Self-Initiated Learning

Fed Week
Government Executive
Management Books and Periodicals
FLRA decisions
Related Correspondence Courses
CBI/CBT/WBT

References

FAA Order 3410.6	Flight Standards Career Planning Handbook
FAPM Letter 9226	Upward Mobility Program
FAPM Letter 410	Training and Development
USDA Graduate School	Catalog
CMD	Catalog

2/23/04

SO 3410.12
Appendix 3

Appendix 3. Southern Region LEAD Program
Reserved

Appendix 4. Southern Region LEAD Program
Worksheets

1. Alternate Experience Supplement (Figure 1).
2. ASO-200 LEAD Program Applicant Self-Assessment Worksheet (Figure 2).
3. ASO-200 LEAD Program First Level Supervisor Assessment Worksheet (Figure 3).
4. Rating and Ranking Worksheet for ASO-200 LEAD Program for Managerial/Supervisors Candidates; First and Second Assessment Segment (Figure 4).
5. Rating and Ranking Worksheet for ASO-200 LEAD Program for Managerial/Supervisory Candidates; Third Assessment Segment (Figure 5).
6. Rating and Ranking Worksheet for ASO-200 LEAD Program for Managerial/Supervisory Candidates; Fourth Assessment Segment (Interview) (Figure 6).
7. LEAD Program Feedback Worksheet (Figure 7).

Figure 1. ALTERNATE EXPERIENCE SUPPLEMENT

Candidate's Name: _____

Instructions: This supplement is required to utilize alternate work experience, which demonstrates equivalent skills to satisfy the supervisory experience requirement. Please list verifiable names, phone numbers, and address. Reference: Order SO 3410.12 Para. 7a(1) and 8b(6)

Justification Narrative:

Signature: _____

Date _____

**Figure 2. ASO-200 LEAD PROGRAM
APPLICANT SELF-ASSESSMENT WORKSHEET
FOR**

Candidate's Name: _____

SKILLS	SELF-ASSESSMENT RATING					EXAMPLES	
	<i>Place a numerical rating for each skill indicating the level that best fits</i>						
	<i>LOW</i>		<i>AVERAGE</i>		<i>HIGH</i>		
	1	2	3	4	5		
1. Process management skill, including meeting deadlines and following agency guidance, rules & regulations.							
2. Analytical, judgment and decision-making skill							
3. Oral communication skills							
4. Written communication skills							
5. Conflict management skill							
6. Knowledge of organizational and administrative programs							
7. Resource management skills							
8. Relationship and team building skills							
9. Ability to Contribute to a Model Work Environment							
10. Ability to manage organizational performance							
11. Ability to manage change							
12. Leadership skills							
OVERALL RATING							

Signature: _____

Date: _____

**Figure 3. ASO-200 LEAD PROGRAM
FIRST LEVEL SUPERVISOR ASSESSMENT
FOR**

Candidate's Name: _____

SKILLS	SELF-ASSESSMENT RATING					EXAMPLES	
	<i>Place a rating on each line for each skill, indicating the level that best fits the candidate's demonstrated or potential skill level</i>						
	<i>LOW</i>		<i>AVERAGE</i>		<i>HIGH</i>		
	1	2	3	4	5		
1. Process management skills (including meeting deadlines & following rules, regulations, & guidance).							
2. Analytical, judgment and decision-making skill							
3. Oral communication skills							
4. Written communication skills							
5. Conflict management skill							
6. Knowledge of organizational and administrative programs							
7. Resource management skills							
8. Relationship and team building skills							
9. Ability to Contribute to a Model Work Environment							
10. Ability to manage organizational performance							
11. Ability to manage change							
12. Leadership skills							
TOTAL OVERALL RATING							

First Line Supervisor Signature: _____

Date: _____

