VALU

VA LEARNING UNIVERSITY

VALU FY13 Training Catalog

ADVANCE is an HR&A initiative to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families.

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1 General Information

About ADVANCE

ADVANCE is a Human Resources and Administration (HR&A) initiative to invest in people development, workforce engagement and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families. For more information about ADVANCE, visit http://vaww.va.gov/ADVANCE or call 888-566-3982.

About VALU

In FY10, the Veterans Affairs Learning University (VALU) was realigned under Human Resources and Administration with the vision of creating the VA corporate university. Our mission is clear:

> *To help build a talented and diverse VA workforce and enterprise-wide leaders, supported by senior management and a learning culture, who are better skilled and prepared to serve our Veterans.*

As we began building a corporate university in FY10, we were able to offer innovative training in Transformational Leadership, Management and Supervision, and Career and Technical Training as part of the ADVANCE initiative. We continued these offerings during FY11 and FY12 while working to further define competencies, assess customer training requirements, and define new change management initiatives.

In FY13, we look to continue offering Transformational Leadership, Management and Supervision, and Career and Technical Training courses that are now mapped to VA's "All Employee" or "Leadership" Competency Models, as appropriate.   As a corporate university, we will ensure that new training and educational tools support the implementation of VA's strategic plan and help VA employees improve their skills. Working together, we will foster innovation and excellence in support of VA's world-class workforce and our most important customer – America's Veterans.

For more information about VALU, visit http://vaww1.va.gov/VALU or contact valu.training@va.gov.

Training Registration Link and Resources

Registration Link for all training courses is done via the VA Talent Management System (TMS). Log on at https://www.tms.va.gov and type in your User ID and Password, and then locate the course and dates. Supervisory approval is highly recommended.

If you have questions about training resources or the TMS, visit the VA TMS communications Web site, *InsideTMS,* at http://www.insideTMS.va.gov. For a list of local VA TMS administrators, visit http://www.insideTMS.va.gov.

Training Dates and Locations

Look up the course on TMS for the most up-to-date schedule and location information.

ADVANCE Travel Funding

VALU will fund travel requests to attend ADVANCE training courses in accordance with VALU travel policy. Refer to the attached memo in Appendix A. Supervisors are accountable for ensuring travel for ADVANCE training is advantageous to the government and every effort to minimize the cost of travel has been considered to the extent practicable.

Cancellation

Once you're registered, if you determine you cannot attend, cancel as soon as possible via your TMS Learning Plan. In addition to the "no show" expense incurred by the VA, many courses have waiting lists, and not cancelling effectively deprives other employees of the chance to attend.

Course Credits

Course credits, including Continuing Education Units (CEUs) and Professional Development Units (PDUs) credits, are not standard across all course offerings. Refer to the respective course information in the TMS for more detailed information.

About the Catalog

VALU has created this Training Catalog to provide an overview of the training options available for FY12-FY13. For ease of searching, the catalog is segmented into the following sections:

1. General Information
2. Competencies
3. Individual Course Offerings
    - 3.1 Instructor-Led Training
    - 3.2 Live Webinars
4. Change Academy
5. Change Certificate Programs
6. Web-Based Training
    - 6.1 Web-Based Learning Program Courses
    - 6.2 Supplemental Web-Based Options
7. E-Books
8. Streaming Video

1.1 Individual Course Offerings

The training catalog encompasses a number of training options designed to meet your needs and includes Instructor-Led Training (Live-In-Person or Webinar), Web-based Training, E-Books, Streaming Video, a Change Academy, Change Certificate Programs, and blended Learning Programs within the Career and Technical offerings.   Through its "Requested Training" effort each year, VALU looks to deliver requested Instructor-Led Training at your location on a mutually agreed upon date. Questions concerning the VALU Training Catalog and its offerings may be sent to the VALU Training mailbox at valu.training@va.gov.

1.2 Change Academy

If you would like to bring transformational leadership to your facility, region or network, we can customize a Change Academy to address specific interests, problem solving or strategic initiatives for any leadership team. Change Academy provides a venue to leverage actual VA work scenarios to help clarify goals and action plans and to build momentum. The recommended time commitment ranges from three to five days; however, we can work with you to meet your objectives. This interactive academy is structured to create new ways of thinking through problems using the approaches and objectives below:

- Discussions that cause participants to question assumptions and explore new and different options
- Opportunities to stretch thinking and build new relationships both with peers and senior officials that lead to continuous improvement
- Real-time work assignments designed to clarify goals and action plans and build momentum
- Commitment to personal change as well as to facilitating change in other individuals and teams

1.3　Change Certificate Program

In support of VA's transformational efforts, VALU offers three levels of change certificates that will help VA prepare and respond to shifts in priorities, adaptive strategies, changing technology and other demands that occur at a personal, team and organizational level. These programs include:

Recognizing and Contributing to Change Initiatives: Personal Focus is a program for entry-level personnel focused on personal change and change awareness,

Change Certificate Programs

NON-MANAGERS AND ENTRY LEVEL STAFF	→	Recognizing and Contributing to Change Initiatives	→	Personal Focus
MID-CAREER PERSONNEL	→	Becoming a Leader of Change Initiatives	→	Advanced Personal Focus
MANAGERS AND SUPERVISORS	→	Leading Change Initiatives	→	Orchestrating as a Team Leader

Becoming a Leader of Change Initiatives: Advanced Personal Focus is a program for mid-career personnel focused on personal change,

Leading Change Initiatives: Orchestrating as a Team Leader is a program for managers focused on team change.

All levels of the Change Certificate Program can be found on pages 151-154.

1.4　Web-Based Training

VALU's web-based training courses are available on the TMS online at https://www.tms.va.gov and can be launched at any time.

1.5　Career and Technical Training

Career and Technical Training delivers unique learning opportunities to employees who are non-managers and non-supervisors, including those who aspire to become managers and supervisors and anyone looking to improve their knowledge and skills. Career and Technical Training is organized into **blended learning programs**, which include a mix of instructor-led training, Web-based training, scenario-based simulations and e-books.

Blended learning is rooted in the idea that learning is an ongoing process and that people have different learning needs and preferences. It combines the advantages of instructor-led classroom training with the innovation, accessibility and flexibility of online resources. By choosing the type of training that's right for their individual needs, participants can optimize their learning experience and boost their educational success.

In addition, the programs offer courses in proficiency levels that range from foundational to advanced, so that participants can build or enhance their skill set in a core area.

Each learning program provides a carefully integrated mix of the following components:

- **Instructor-led training** – Classroom training led by expert instructors. This interactive, engaging learning environment allows participants to ask questions, role-play, practice as they learn, share lessons learned and network with colleagues.

- **Web-based training** – Online courses that can be taken at any time or place. Participants access the courses through the VA TMS and learn at their own pace. There is no limit to the number of times they can access any given course. Even after they have completed a course, they can go back at any time and refresh their knowledge.

- **Scenario-based simulations** – Short interactive exercises that immerse participants in realistic situations and allow them to practice newly gained skills in a comfortable environment.

- **E-books** – Online books by Books24x7, accessible via the VA TMS. This is a self-paced learning tool that provides immediate answers to questions and allows participants to read about a topic in depth. Participants can read online or download up to five chapters per month.

VA Learning University is offering the following competency-aligned learning programs in FY 12-FY 13:

Critical Thinking *(previously titled Analysis and Problem Solving)* focuses on developing participants' analytical skills to make sound, well-informed and timely recommendations or decisions. This learning program helps participants understand how to creatively solve problems, make dynamic decisions and obtain a better grasp of business analytics. Courses within this learning program are listed below.

- Creative Problem Solving
- Dynamic Decision Making
- Analytics Boot Camp – Excel Essentials (two-day course)
- Analytics Boot Camp (five-day course)
- Business Analysis Overview

Interpersonal Effectiveness focuses on developing participants' skills to build and foster positive relationships with others. This learning program encompasses three interconnected areas of concentration: Empathy, Diversity and Team Building. Learning

can be tailored to different skill levels across these tightly linked concentrations and their corresponding courses, which are listed below.

- Empathy
    - Empathy: Communicating with Empathy
    - Empathy: Building Positive Work Relationships
    - Empathy: Sharpening Your Emotional Intelligence
    - Empathy: Communicating in Difficult Situations

- Diversity
    - Diversity: Valuing Diversity in the Workplace
    - Diversity: Building Cross-Cultural Communication
    - Diversity: Fostering an Inclusive Culture
    - Diversity: Working with Diverse Teams

- Team Building
    - Teamwork: Teamwork Essentials
    - Teamwork: Contributing to Team Excellence
    - Teamwork: High-Performing Teams

Oral Communication *(previously titled Interpersonal Communication)* focuses on developing and enhancing participants' oral communication knowledge and skills. Participants are introduced to essential communication skills, such as active listening and influencing, and learn how to create and deliver effective presentations. Courses within this learning program are listed below.

- Effective Communications
- How to Develop and Deliver Dynamic Presentations
- Influencing Skills

Personal Mastery focuses on helping participants take charge of personal growth, manage career progression and maintain high levels of performance in times of uncertainty and stress. Incorporating concepts of self-discovery, self-direction and self-actualization, this learning program encompasses two specialized areas of concentration: Self-Awareness and Resilience. Learning can be tailored to different skill levels across these tightly linked concentrations and their corresponding courses, which are listed below.

- Self-Awareness
    - Self-Awareness: Bringing Out Your Personal Best
    - Self-Awareness: Taking Charge of Your Career

- – Self-Awareness: Empowering Yourself and Others

- Resilience
  - – Resilience: Being Flexible and Resilient at Work
  - – Resilience: Responding to the Impact of Compassion Fatigue on VA and Veterans
  - – Resilience: From Stress to Success
  - – Resilience: Minimizing Crisis to Maximize Outcomes

Veteran and Customer Focus *(previously titled Customer Service)* provides hands-on strategies and customer service tools to help build a strong, collaborative Veteran support network. Participants learn ways to effectively counter stressful situations, work successfully with stakeholders, and champion Veterans' causes to support and promote VA's mission. Courses within this learning program are listed below.

- Veterans First: Understanding Customer Service *(previously titled What Customers Really Want)*
- Veterans First: Communicating Positive Customer Service *(previously titled Better Working Relationships for Better Customer Service)*
- Veterans First: Advocating for Your Customer
- Veterans First: Building Customer Service Opportunities *(previously titled Customer Service Excellence)*

Written Communication focuses on teaching effective writing skills and applying plain language principles in accordance with Federal Plain Language Guidelines and the Plain Writing Act of 2010. Participants learn practical strategies for improving skills in various types of written communications, from basic to complex business documents. Courses within this learning program are listed below.

- Writing Journey: Building Writing Skills *(previously titled Effective Written Communications)*
- Writing Journey: Writing and Editing for Accuracy *(previously titled Business Writing)*
- Writing Journey: Communicating Complex Issues Clearly *(previously titled Clear Writing through Critical Thinking)*
- Writing Journey: Formal Writing Using Plain Language (this course is made up of 11 modules)

1.6 How to Use the Catalog

There are two ways to use to this document to find your desired courses. The first is to navigate the Training Summary tables in section 1.8. Courses are listed alphabetically along with the Type, TMS Item Number and Page in this Catalog on which you can find a description of the course. Below is an example of what a Training Summary table looks like.

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Military Cultural Awareness (MCA)	Web-Based	NFED 1341520	159
Recognizing and Contributing to Change Initiatives: Personal Focus	Live in Person	NFED 1341042	151
Release the Pressure	Live Webinar	NFED 1322012	136
Scorecard for Change	Live Webinar	NFED 3370967	137
Scorecard for Change: Demonstrating Success	Live in Person	NFED 1371066	94
Shortcut to Creativity	Live Webinar	NFED 1322013	139
Switch Presentation – Part 1 of 4 – Introduction and Direct the Rider	Streaming Video	NFED 1944963	232
Switch Presentation – Part 2 of 4 – Motivate the Elephant	Streaming Video	NFED 1944964	233
Switch Presentation – Part 3 of 4 – Shape the Path	Streaming Video	NFED 1944966	234
Switch Presentation – Part 4 of 4 – The Next Steps for Change	Streaming Video	NFED 1944966	235
Talking Powerfully About Change	Webinar	NFED 3181981	141
Theories and Practices of Change Management: A Virtual Course	Blended	TBD	146
When to Say No – Focusing for Success	Live Webinar	NFED 1341049	148
Winning People Over	Live Webinar	NFED 1341053	149

By clicking on the Course Name, you will automatically be linked to the page describing that course. In the Course Details tables you'll find information such as TMS Item Number, Course Format and Objectives that can help you determine if the course is right for you and your training needs. Below is an example of what a Course Detail table looks like.

Course Title: Communicating with Impact

Table 3–11. Displays Communicating with Impact Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371049			
Course Format:	Live in Person			
Course Description:	This lively and interactive course builds the core skills that underpin effective communication: skilled questioning, focused listening, and confident voicing of views. Participants gain practical experience in communicating with vivid images and stories, relating to their audience and delivering concise and motivating messages. The course includes interactive sessions designed to help participants develop confidence in communicating, particularly during times of change when effective communication becomes even more important.			
Target Audience:	Managers and Supervisors			
Objectives:	• Use techniques to check and build the understanding of others • Gain new information through effective questioning techniques • Actively listen for feelings as well as meaning • Use vivid images and stories to communicate messages with greater impact • Present messages in ways that gain attention, especially during times of rapid organizational change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371049&componentTypeID=NFED&revisionDate=1298980560000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	4

Go back to Training Summary Table of Contents
Go back to Competency Matrix Table of Contents

From the Course Details table you'll be able to click on the Registration Link, which is a TMS "deep link" that will take you directly to that course once you've logged into the TMS. If you click on the Competency it will take you to a description of that particular competency in Appendix B or C of the Catalog.

Another way to find your desired courses is to navigate the Competency and Proficiency Level tables in section 2.2. For example, if you would like to reach a proficiency level of 3 in the Drives Integration competency you could enroll in the *Analyzing Issues and Engaging Stakeholders* course. Below is an example of what a Competency and Proficiency Level table looks like for live in person courses that address leadership competencies.

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	LEADERSHIP COMPETENCIES															
	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Live In Person Courses																
An Introduction to Strategy										4						
Analyzing Issues and Engaging Stakeholders			3											I		
Assessing Opportunities										3						
Becoming a Leader of Change Initiatives: Advanced Personal Focus								4								
Building Resilience			2													
Building Winning Teams			3													
Championing Diversity	2	3	5	3	4	4	3	4	2	2	3	2	3	4		
Change Academy								4								
Communicating with Impact									4							
Continuous Improvement								4								
Creating a Collaborative Culture					3											
Creating a Culture of Change and Innovation								4								
Creative and Innovative Problem Solving								4								
Critical Conversations								2								

Once again, by clicking on the Course Name, you will automatically be linked to the page describing that course with associated details. There, you'll be able click on the Registration Link, which will take you directly to the course on the TMS, and on the Competency to take you to a description in Appendix B or C of the Catalog.

Click on either of the Table of Contents links at the bottom of each Course Details page to go back to the Training Summary and/or Competency and Proficiency Level tables described above.

1.7   TMS Registration Instructions

Once you've located a course of interest in the Catalog be sure to note its "TMS Item Number." It will look something like the following:

<p style="text-align:center">"NFED _ _ _ _ _ _ _."</p>

Also note that each course has a "Registration Link", which is a TMS "deep link" that will take you directly to that course once you've logged into the TMS.

1. Log into the TMS https://www.tms.va.gov/ using your TMS User ID and Password

   - **NOTE:** TMS uses the same User ID and Password that you had for the LMS. If you don't know either of these, see the TMS "Help Desk" link or the "Forgot My Password" link on the TMS web site.

2. Once you're logged into the TMS, find the course of interest. If using the Course's "Deep Link" you will be taken directly to the course. If not, enter only the numerical portion of the TMS Item Number (NFED 1339205), and "only the numerical part", into the "CATALOG" box (middle right side) and then "click" on the magnifying class to search for the course.

3. When the course information shows up you may see a right arrowhead (" ▶ ") in front of the course title. If you do, click on it to view the schedule of course offerings. If no "arrowhead" is there, then you need to add the course to your "To-Do List" by clicking on the "**Add to To-Do List**" box (middle right side).

   - **NOTE:** TMS's "To-Do List" replaces LMS's "Leaning Plan." Unfortunately you may have to add the course to your "To-Do List" to see the schedule of offerings as the "See Offerings" under the "Price" column does nothing when you click on it. You can always remove the course from your To-Do List so don't worry about this – see "withdraw" instructions below!

4. If you want to register for the course, or find out more detail about it, then you need to add it to your "To-Do List" - if you haven't already done this. Once you've added it, find the course in your "To-Do List" and click on the title to view the "item details" for the course.

5. Click the "**View Offering**" box on the right side to see when and where the course will be offered.

   - **NOTE:** If you want to remove the course from your "To-Do List" you can do that here as well.

6. If you find a session that fits your needs, click on the "**Register**" box to register for the class. Doing so will bring you to another screen where you can enter some comments and where you'll need to "**Confirm**" your registration. Once you've "confirmed", you'll be taken to another page where you will see that your "Registration Status" now shows "Enroll (Enrolled)".

   - **NOTE:** There are various "boxes" to click to see information about the course. The "Registration Information" box will let you see the course capacity - how many are enrolled and if any are "wait listed".

7. Click the "**Home**" box to take you back to the main page where you can see the course listed on your To-Do List with an "Enrolled" status. Additionally you will receive an e-mail confirming your registration and providing course logistics.

   - **NOTE:** Clicking on the course listing in To-Do List will give you access to information about the course to include: Subject Areas, Prerequisites, Substitutes, Competencies, Related Documents, and Accreditation Information.

Should you need to **withdraw** from the course, you will need to "**unregister**" **and** also "**remove the course from your To-Do List**".

1. Log into the TMS https://www.tms.va.gov/ using your TMS User ID and Password

   - **NOTE**: TMS uses the same User ID and Password that you had for the LMS. If you don't know either of these, see the TMS "Help Desk" link or the "Forgot My Password" link on the TMS web site.

2. Find the course you want to withdraw from in your To-Do List and click on it to view the "item details" for the course.

   - **NOTE**: Moving your mouse over the course listing in the To-Do List will open up a box and let you see some information about the course. It also brings up links to "Register" for the course, "Remove" the course from your To-Do List, or "View Details" about the course.

3. On the right side, click on "**View Registration**".

4. A new page will open up with a "**Withdraw**" option on the right side. Click on it to withdraw from the course. Click "**OK**" to confirm your desire to withdraw.

5. A new page will open up and you'll have the option to "**Remove from To-Do List**". Click "**Yes**" box (right side) to do so.

6. Click the "**Home**" box to take you back to the main page.

7. If the course is still listed on your To-Do List, click on the course title to view the "item details" for the course. On the right side of the page that opens you'll see an option to "**Remove from To-Do List**", click on it!   Click "**OK**" to confirm should now be back on the home page where you can see the course has been removed from your To-Do List.

   - **NOTE: You will receive an e-mail confirming your withdrawal from the course.**

1.8   Training Summary

The tables below display an alphabetical list of VALU course offerings by training series and type, along with a reference to the catalog page number and TMS Item Number.

1.8.1   Transformational Leadership

Table 1–1. Displays Transformational Leadership Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
All In – How We're Changing the Way We Work	Streaming Video	TBD	222
Analyzing Issues and Engaging Stakeholders	Live in Person	NFED 1341076	43
An Introduction to Strategy	Live in Person	NFED 3181976	40
Assessing Opportunities	Live in Person	NFED 1321997	44
Becoming a Leader of Change Initiatives: Advanced Personal Focus	Live in Person	NFED 1341043	145
Building and Retaining Customer Relationships	Web-Based	NFED 3372966	147
Building Agreement Out of Conflict	Live Webinars	NFED 1341046	119
Building Resilience	Live in Person	NFED 1322000	45
Building Winning Teams	Live in Person	NFED 1371035	46
Change Academy	Live in Person	NFED 1476318	143
Communicating with Impact	Live in Person	NFED 1371049	49
Continuous Improvement	Live in Person	NFED 1371050	50
Creating a Collaborative Culture	Live in Person	NFED 1341080	51
Creating a Culture of Change and Innovation	Live in Person	NFED 1322001	52
Creative and Innovative Problem Solving	Live in Person	NFED 1322002	53
Critical Conversations	Live in Person	NFED 1371056	55
Customer Focus	Live in Person	NFED 1371057	56
Customer Focus	Live Webinar	NFED 3380972	122
Dilemma Management	Live Webinar	NFED 3181987	123
Emotional Intelligence for Leaders	Live in Person	NFED 1371059	61
Gaining Buy-in for Change	Live in Person	NFED 1341077	66
Influencing with Integrity	Live in Person	NFED 1341079	72
Leading Change Initiatives: Orchestrating as a Team Leader	Live in Person	NFED 1341045	146
Leading Virtual Teams	Live Webinar	NFED 1371067	124
Managing Self Through Change	Live in Person	NFED 1322003	78
Managing Your Team Through Change	Live in Person	NFED 1322008	79
Meetings That Move Things Forward	Live Webinar	NFED 1341047	125

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Military Cultural Awareness (MCA)	Web-Based	NFED 1341520	151
Recognizing and Contributing to Change Initiatives: Personal Focus	Live in Person	NFED 1341042	144
Release the Pressure	Live Webinar	NFED 1322012	129
Scorecard for Change	Live Webinar	NFED 3370967	130
Scorecard for Change: Demonstrating Success	Live in Person	NFED 1371066	89
Shortcut to Creativity	Live Webinar	NFED 1322013	132
Switch Presentation – Part 1 of 4 – Introduction and Direct the Rider	Streaming Video	NFED 1944963	223
Switch Presentation – Part 2 of 4 – Motivate the Elephant	Streaming Video	NFED 1944964	224
Switch Presentation – Part 3 of 4 – Shape the Path	Streaming Video	NFED 1944966	225
Switch Presentation – Part 4 of 4 – The Next Steps for Change	Streaming Video	NFED 1944966	226
Talking Powerfully About Change	Webinar	NFED 3181981	134
Theories and Practices of Change Management: A Virtual Course	Blended	NFED 3484966	139
When to Say No – Focusing for Success	Live Webinar	NFED 1341049	141
Winning People Over	Live Webinar	NFED 1341053	142

1.8.2 Manager and Supervisory Training Courses

Table 1–2. Displays Manager and Supervisory Training Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
4 Imperatives of Great Leaders	Live Webinar	NFED 1318052	116
7 Habits Jumpstart Habits 1-3	Live Webinar	NFED 1318048	117
7 Habits Jumpstart Habits 4-7	Live Webinar	NFED 1318050	118
Business Writing Skills	Live Webinar	NFED 1318034	120
Championing Diversity	Live in Person	NFED 1341141	48
Clarifying Your Team's Purpose and Strategy	Live Webinar	NFED 1318051	121
FOCUS – Achieving your Highest Priorities	Live in Person	NFED 1320971	65
Getting Results: The 4 Disciplines of Execution Executive Session	Live in Person	NFED 1527311	67
Great Work Great Career	Live in Person	NFED 1329050	68
Leadership and Execution Fundamentals	Live in Person	NFED 1320974	73
Leadership Foundations	Live in Person	NFED 1341142	74
Leading Across Generations	Live in Person	NFED 1527313	75
Leading at the Speed of Trust	Live in Person	NFED 1318026	77
Meeting Advantage	Live in Person	NFED 1320962	80
Organizational Trust	Live Webinars	NFED 1318057	126
Presentation Advantage	Live in Person	NFED 1320963	81
Project Management	Live in Person	NFED 1318035	82
Project Management: A Practical Approach™	Live in Person	NFED 1512311	83
Project Management Fundamentals	Live Webinar	NFED 1318033	127
Relationship Trust	Live Webinar	NFED 1318056	128
Resiliency for Caregivers	Live in Person	NFED 1692312	87
Self-Trust for Leaders	Live Webinar	NFED 1318055	131
Speed of Trust Foundations	Live Webinar	NFED 1318054	133
The 4 Disciplines of Execution Manager Certification and Implementation Process	Live in Person	NFED 1527310	95
The 5 Choices: Achieving Extraordinary Results in Work and Life	Live in Person	NFED 1527312	97
The 7 Habits of Highly Effective People for Managers	Live in Person	NFED 1322047	98
The 7 Habits of Highly Effective People Signature Course	Live in Person	NFED 1318028	99
The Diversity Advantage	Live Webinar	NFED 1318058	135
Time Management for Blackberry	Live Webinar	NFED 1318031	136
Time Management for Microsoft Outlook	Live Webinar	NFED 1318030	137
Time Management Fundamentals	Live Webinar	NFED 1318032	138

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Unleashing Your Team's Talent	Live Webinar	NFED 1318053	140
Working at the Speed of Trust	Live in Person	NFED 1322010	107
Writing Advantage	Live in Person	NFED 1318029	108

1.8.3 Career and Technical Training Courses

Table 1–3. Displays Career and Technical Training Courses

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Advanced Data Management in Excel 2007	Web-based	NFED 854916	154
Analytics Boot Camp	Live in Person	NFED 1339220	41
Analytics Boot Camp – Excel Essentials	Live in Person	NFED 1352383	42
Analyzing Data in Excel 2007	Web-based	NFED 868926	155
Basic Presentation Skills: Creating a Presentation	Web-based	NFED 1628310	156
Basic Presentation Skills: Delivering a Presentation	Web-based	NFED 1630310	157
Basic Presentation Skills: Planning a Presentation	Web-based	NFED 1376087	158
Business Analysis Overview	Live in Person	NFED 1339223	47
Business Analysis: Enterprise Analysis	Web-based	NFED 1275011	159
Business Analysis: Introduction to Business Analysis Planning	Web-based	NFED 1274995	160
Business Analysis: Introduction to Requirements Analysis	Web-based	NFED 1275015	161
Business Analysis: Requirements Elicitation	Web-based	NFED 1274999	162
Business Analysis: Requirements Management and Communication	Web-based	NFED 1275008	163
Business Writing: Editing and Proofreading	Web-based	NFED 1278128	164
Business Writing: How to Write Clearly and Concisely	Web-based	NFED 1278127	165
Business Writing: Know Your Readers and Your Purpose	Web-based	NFED 1278126	166
Creating a Customer-Focused Organization	Web-based	NFED 1327042	167
Creating and Sustaining a Customer-Focused Organization	Web-based	NFED 1716410	168
Creative Problem Solving	Live in Person	NFED 1339217	54
Critical Thinking	Web-based	NFED 1349516	169
Critical Thinking Essentials : Applying Critical Thinking Skills	Web-based	NFED 1371795	170
Critical Thinking Essentials: What is Critical Thinking	Web-based	NFED 1371796	171
Customer Advocacy: Supporting Customer Advocacy	Web-based	NFED 2496967	172
Customer-Driven Process Improvement:	Web-based	NFED 1723213	173

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Basic Framework			
Customer-Driven Process Improvement: Identifying Customer Needs	Web-based	NFED 1723220	174
Customer Interactions	Web-based	NFED 1278215	175
Customer Service Confrontation and Conflict	Web-based	NFED 1310177	176
Decision Making: Making Tough Decisions	Web-based	NFED 1310270	177
Decision Making: The Fundamentals	Web-based	NFED 1310268	178
Decision Making: Tools and Techniques	Web-based	NFED 1310269	179
Diversity: Building Cross-Cultural Communication	Live in Person	NFED 3125997	57
Diversity: Fostering an Inclusive Culture	Web-based	NFED 3126020	148
Diversity: Valuing Diversity in the Workplace	Web-based	NFED 3126019	149
Diversity: Working with Diverse Teams	Blended	NFED 3126025	58
Dynamic Decision Making	Live in Person	NFED 1339219	59
Effective Communications	Live in Person	NFED 1339204	60
Empathy: Building Positive Work Relationships	Blended	NFED 3126024	62
Empathy: Communicating in Difficult Situations	Live in Person	NFED 3125995	63
Empathy: Communicating with Empathy	Live in Person	NFED 3126014	64
Empathy: Sharpening Your Emotional Intelligence	Web-based	NFED 3126017	150
Getting Results without Authority: Persuasive Communication	Web-based	NFED 1324353	180
How to Develop and Deliver Dynamic Presentations	Live in Person	NFED 1339205	69
Influence and Persuasion	Web-based	NFED 1327034	181
Influencing Key Decision Makers	Web-based	NFED 1325085	182
Influencing Skills	Live in Person	NFED 1339207	71
Internal Customer Service: Conflict and Complaints Simulation	Web-based	NFED 26208	183
Managing Customer Driven Process Improvement Simulation	Web-based	NFED 26537	184
Managing Workforce Generations: Introduction to Cross-Generational Employees	Web-based	NFED 1372609	185
Manipulating and Formatting Data and Worksheets	Web-based	NFED 794917	186

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Planning Business Analysis Communication and Monitoring	Web-based	NFED 1274996	187
Playing the Devil's Advocate in Decision Making	Web-based	NFED 1325112	188
Preparing a Business Case	Web-based	NFED 1278064	189
Problem Solving: Determining and Building Your Strengths	Web-based	NFED 1310266	190
Problem Solving: Digging Deeper	Web-based	NFED 1310267	191
Problem Solving: The Fundamentals	Web-based	NFED 1310265	192
Resilience: Being Flexible and Resilient at Work	Web-based	NFED 3130066	152
Resilience: From Stress to Success	Live in Person	NFED 3126006	84
Resilience: Minimizing Crisis to Maximize Outcomes	Blended	NFED 3126027	85
Resilience: Responding to the impact of Compassion Fatigue on VA and Veterans	Live in Person	NFED 3126023	86
Self-Awareness: Bringing Out Your Personal Best	Web-based	NFED 3126021	153
Self-Awareness: Empowering Yourself and Others	Blended	NFED 3126026	90
Self-Awareness: Taking Charge of Your Career	Live in Person	NFED 3126005	91
Shaping the Direction of Customer Services in Your Organization	Web-based	NFED 1310178	193
Team and Customer Relationships	Web-based	NFED 1278214	194
Teamwork: Contributing to Team Excellence	Live in Person	NFED 3126003	92
Teamwork: High-Performing Teams	Live in Person	NFED 3126004	93
Teamwork: Teamwork Essentials	Live in Person	NFED 3126002	94
The Angry Caller: What's Your Plan	Web-based	NFED 1328306	195
Uncovering the Root Problem	Web-based	NFED 1327017	196
Using Email and Instant Messaging Effectively	Web-based	NFED 1278122	197
Veterans First: Advocating for your Customer	Live in Person	NFED 3126012	100
Veterans First: Building Customer Service Opportunities	Live in Person	NFED 3126013	102
Veterans First: Communicating Positive Customer Service	Live in Person	NFED 3126011	103
Veterans First: Understanding Customer	Live in Person	NFED 3126010	105

COURSE NAME	TYPE	TMS ITEM NUMBER	PAGE
Service			
Writing a Business Case	Web-based	NFED 1278065	198
Writing Journey: Building Writing Skills	Live in Person	NFED 3126007	109
Writing Journey: Communicating Complex Issues Clearly	Live in Person	NFED 3126009	110
Writing Journey: Formal Writing Using Plain Language	Blended	NFED 3124201	111
Writing Journey: Writing and Editing for Accuracy	Live in Person	NFED 3126008	115

2 Competencies

Competencies are defined as a collection of knowledge, skills, abilities, or other characteristics (KSAOs) that individuals need to successfully perform their work roles or functions. Competencies can have different levels of specificity. Competencies serve as the core of an integrated strategy that aligns human capital systems to better meet mission needs.

They can be very broad, such that they are applicable to everyone in an organization (i.e., All Employee Competencies), or more narrowly defined and apply only to a subset individuals employed within certain levels of an organization (e.g., Leadership Competencies). Finally, competencies can also be written to address occupation-specific or technical skills required for successful performance in certain occupations or jobs (e.g., medical providers, HR professionals).

For more information, see [Appendix B for All-Employee Competencies](#) and [Appendix C for Leadership Competencies](#).

2.1 Proficiency Levels

Each competency has a basic definition and is further defined at 5 distinct levels of proficiency with concrete examples of effective performance at each level (see below for an example). In this manner, employees can clearly see how one's expected level of skill increases at each career stage. By setting a common standard for behavior and performance for all our employees and linking competencies to training and development opportunities, we begin the transformation that will help our employees better meet the complex needs of Veterans and grow in their careers with the VA.

A Proficiency Level is an indication of the relative strength of a competency required for effective job performance at a particular job level or career stage, while a Behavioral Indicator is a specific, observable action that describes how the competency is manifested on the job. Proficiency levels differentiate between low and high levels of knowledge, ability, and skill within a given competency. Additionally, they may be used to define the expected level of performance for a specific job level or career stage.

Each category includes more specific competencies, which define success for all roles across the Department.

A sample competency definition is presented below. Note that:

- The competency category is identified and described (i.e., Communication)

- The name of the competency and definition is presented (i.e., Demonstrates effective written communication skills)
- Five proficiency levels are identified (e.g., Novice, Foundational, etc.)
- Each proficiency level is defined by specific behavioral indicators (e.g., Writes basic communication…)

Competency Category

Communication. Demonstrates mastery of oral, non-verbal, and written communications principles.

Competency

Proficiency Scale

Behavioral Indicators

Demonstrates effective written communication skills. Selects appropriate communication channels and tools using appropriate media and technology. Conveys written information in a clear, concise, organized, and convincing manner for the intended audience.

Proficiency Level	Behavioral Indicators
1 – Novice	• Writes basic communications (e.g., an email requesting straightforward information), proofreading before sending to others. • Uses appropriate grammar, punctuation, and spelling. • With guidance, applies the Department's style and format guidelines to written products.
2 – Foundational	• Drafts concise, straightforward summaries of information (e.g., portions of plans/reports). • Prepares routine written communications that are accurate, clear, concise, and well-organized. • Answers routine or basic questions to internal and external customers appropriately (e.g., tone, detail) and when responding in writing.
3 – Intermediate	• Prepares reports, summaries, or recommendations independently; written communications require little to no editing. • Reviews and edits materials prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines.
4 – Advanced	• Writes complex documents, using clear terminology and a concise format as appropriate for decision makers. • Tailors written communications to address the most critical issues in a compelling and diplomatic manner. • Writes clear, concise issue papers or policy documents on complex topics, such as establishing VA-wide guidance or guidelines.
5 - Expert	• Prepares highly complex written communications for national distribution that have significant implications for the VA. • Communicates persuasively in writing to multiple stakeholders about programs, projects, and proposals.

Table 2-1 Displays Sample Proficiency Levels for the "Demonstrates Effective Written Communications Skills" Competency

Demonstrates effective written communication skills. Selects appropriate communication channels and tools using appropriate media and technology. Conveys written information in a clear, concise, organized, and convincing manner for the intended audience.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Writes basic communications (e.g., an email requesting straightforward information), proofreading before sending to others. • Uses appropriate grammar, punctuation, and spelling. • With guidance, applies the Department's style and format guidelines to written products.
2 – Foundational	• Drafts concise, straightforward summaries of information (e.g., portions of plans/reports). • Prepares routine written communications that are accurate, clear, concise, and well-organized. • Answers routine or basic questions to internal and external customers appropriately (e.g., tone, detail) and when responding in writing.
3 – Intermediate	• Prepares reports, summaries, or recommendations independently; written communications require little to no editing. • Reviews and edits materials prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines.
4 – Advanced	• Writes complex documents, using clear terminology and a concise format as appropriate for decision makers. • Tailors written communications to address the most critical issues in a compelling and diplomatic manner. • Writes clear, concise issue papers or policy documents on complex topics, such as establishing VA-wide guidance or guidelines.
5 – Expert	• Prepares highly complex written communications for national distribution that have significant implications for the VA. • Communicates persuasively in writing to multiple stakeholders about programs, projects, and proposals.

Note: For each of the Competency Models (All-Employee/Leadership), Appendix B and Appendix C contain the related competencies, proficiency levels, and behavioral indicators similar to the above example.

2.2 Courses by Leadership Competency and Proficiency Levels

The following chart allows you to use a competency to determine which course will meet your training needs.

To find a course based on a specific competency in the Leadership Competency table below, simply select the **competency** (1-16) you would like to achieve. Once you've identified a competency, locate the course(s) that meet the proficiency level you desire.

For example, if you would like to focus on competency number 3, "builds high-performing teams," you can look on the left hand side to find courses that meet the desired proficiency level for that competency. You will see that courses such as *Building Resilience*, *Building Winning Teams*, and *Championing Diversity* meet that competency at levels 2, 3, and 5, respectively.

Table 2-2 Displays Courses by Leadership Competencies and Proficiency Levels

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 -Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Live In Person Courses																
An Introduction to Strategy										4						
Analyzing Issues and Engaging Stakeholders			3													
Assessing Opportunities										3						
Becoming a Leader of Change Initiatives: Advanced Personal Focus								4								
Building Resilience		2														

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	LEADERSHIP COMPETENCIES															
	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Building Winning Teams			3													
Championing Diversity	2	3	5	3	4	4	3	4	2	2	3	2	3	4		
Change Academy								4								
Communicating with Impact									4							
Continuous Improvement								4								
Creating a Collaborative Culture					3											
Creating a Culture of Change and Innovation								4								
Creative and Innovative Problem Solving								4								
Critical Conversations								2								
Customer Focus								2				2	2			
Emotional Intelligence for Leaders		1			2											
FOCUS – Achieving your Highest Priorities	3				3			3	3	3	3	3	3	3	3	
Gaining Buy-In for Change								1								
Getting Results: The 4 Disciplines of Execution Executive Session	4	4	4	3	4	4	3	4	4	5	4	5	4	4	4	
Great Work Great Career	4	4	4	3	4	3	3		3	3	4	3	4	3		

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Influencing with Integrity		2							1							
Leadership and Execution Fundamentals	4	3	4	3	3		3	3	3	4	4	4	4	3	3	2
Leadership Foundations	4	3	4	3	3		3	4	3	4	4	4	4	2	2	2
Leading Across Generations		3	4	3	3	3	3	4			2			3		
Leading at the Speed of Trust	4	4	4	4	4	4	4	4	3	3	4	4	3	3	3	3
Leading Change Initiatives: Orchestrating as a Team Leader									4							
Managing Self Through Change									4							
Managing Your Team Through Change													1			
Meeting Advantage		4	4	4	3		3	3	3	3	3	3	3	3	3	3
Presentation Advantage		4		4	3	3	3	3	4	4	3	4	3	3	3	3
Project Management	4	4	4	4	4				3	5	4	4	4	4	4	4
Project Management: A Practical Approach™	4	4	4	4	4	3	3	3	3	5	4	4	4	4	4	4
Recognizing and Contributing to Change Initiatives: Personal Focus		3						3		3						

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	LEADERSHIP COMPETENCIES															
	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 – Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Resiliency for Caregivers		3	3	4		4	5	3			5	3	5		3	
Scorecard for Change: Demonstrating Success								4	4							
The 4 Disciplines of Execution Manager Certification and Implementation Process	4	4	4	4	3		3	5	5	5	5	5	5	4	4	4
The 5 Choices: Achieving Extraordinary Results in Work and Life	4		4	3	3							3	3	3		
The 7 Habits of Highly Effective People for Managers	4	3	4	3	3	4	4	4	4	4	4	4	4	3	3	3
The 7 Habits of Highly Effective People Signature Course	4	3	4	3	3	4	4	4	3	3	3	3	3	3	3	3
Working at the Speed of Trust	3															
Writing Advantage	2	4	3	2	2	2	2	2	2	2	2	2	3	3	3	3
Live Webinars																
4 Imperatives of Great Leaders	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
7 Habits Jumpstart Habits 1-3	3	3	3	3		3	3	3	3	3	3	3	3	3	3	4
7 Habits Jumpstart Habits 4-7	3	3	3	3		3	3	3	3	3	3	3	3	3	3	4

LEADERSHIP COMPETENCIES

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Building Agreement Out of Conflict							3									
Business Writing Skills	3	3	3	3	3	3	2	2	4	2	2	3	3	3	3	4
Clarifying Your Team's Purpose and Strategy	4	4	3	4	3		3	4	5	5	5		4	4	4	4
Customer Focus													2			
Dilemma Management							3									
Leading Virtual Teams			3	3	2											3
Meetings That Move Things Forward							3									
Organizational Trust		4	4	3	4	4		4	4	3	4		4	3	3	4
Project Management Fundamentals		4						4		4	3		4	4	4	4
Relationship Trust		3						3		3	3		3	3	3	4
Release the Pressure		2														
Scorecard for Change								3	3							
Self-Trust for Leaders	3	3	3			3	3			3	3		4	3	3	4
Shortcut to Creativity								3								
Speed of Trust Foundations		3						3			3		3			4
Talking Powerfully About Change								3	3							
The Diversity Advantage		4		3		4	4						3	4		4
Time Management for Blackberry						3					3		3			4

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	LEADERSHIP COMPETENCIES															
	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 - Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Time Management for Microsoft Outlook						3					3		3			4
Time Management Fundamentals						3					3		3			4
Theories and Practices of Change Management: A Virtual Course									1							
Unleashing Your Team's Talent	4	5	3		3		3		3	4	3	3	4	4	3	3
When to Say No – Focusing for Success					1				4							
Winning People Over									2				3			
Web Based																
Building and Retaining Customer Relationships					2											
Military Cultural Awareness (MCA)			3													
Streaming Video																
Switch Presentation – Part 1 of 4 – Introduction and Direct the Rider								2	2							
Switch Presentation – Part 2 of 4 – Motivate the Elephant									3							

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based, Streaming Video)	LEADERSHIP COMPETENCIES															
	1 - Promotes leadership	2 – Inspires continual learning & development	3 - Builds high-performing teams	4 -Drives integration	5 - Builds/maintains partnerships	6 - Demonstrates political savvy	7 - Effectively manages conflict	8 - Champions innovation	9 - Communicates vision and drives change	10 - Fosters risk taking/drives execution	11 - Fosters accountability to Veterans	12 - Ensures strategic alignment	13 - Enhances outcomes for Veterans	14 - Human capital management principles	15 - Material resource management	16 - Employs technology effectively
Switch Presentation – Part 3 of 4 – Shape the Path									2			2				
Switch Presentation – Part 4 of 4 – The Next Steps for Change									2							

2.3 Courses by All-Employee Competencies and Proficiency Levels

To search for a course based on competency in the Leadership Competency Section, simply select the **competency** you would like to meet in the top row and find a course(s) on the left hand side that offers the proficiency level you would like to achieve.

For example, if you would like to focus on competency number 7, "demonstrates creative problem-solving skills," you can look on the left hand side to find courses that offer proficiency for the competency. You will see that courses such as *Analytics Boot Camp*, *Analytics Boot Camp – Excel Essentials*, and *Business Analysis Overview* meet that competency at a level 4.

Table 2-3 Displays Courses by All-Employee Competencies and Proficiency Levels

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based)	1 - Demonstrates effective written communication skills	2 - Demonstrates effective oral communication skills	3 - Demonstrates empathy	4 - Fosters diversity and inclusion	5 - Contributes to high-performing teams	6 - Demonstrates good judgment	7 - Demonstrates creative problem solving skills	8 - Exemplifies integrity	9 - Demonstrates accountability	10 - Organizes and prioritizes work	11 - Makes effective use of resources	12 - Advocates for Veterans	13 - Meets customers' needs	14 - Exhibits self-awareness and commitment to self-development	15 - Demonstrates resilience, agility, and a sense of urgency
Live In Person															
Analytics Boot Camp						2	4								
Analytics Boot Camp – Excel Essentials						2	4								
Business Analysis Overview							4								
Creative Problem Solving							3								
Diversity: Building Cross-Cultural Communication				2											
Diversity: Working with Diverse Teams				4											

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based)	All-Employee Competencies														
	1 - Demonstrates effective written communication skills	2 - Demonstrates effective oral communication skills	3 - Demonstrates empathy	4 - Fosters diversity and inclusion	5 - Contributes to high-performing teams	6-Demonstrates good judgment	7 - Demonstrates creative problem solving skills	8 - Exemplifies integrity	9 - Demonstrates accountability	10 - Organizes and prioritizes work	11 - Makes effective use of resources	12 - Advocates for Veterans	13 - Meets customers' needs	14 - Exhibits self-awareness and commitment to self-development	15 - Demonstrates resilience, agility, and a sense of urgency
Dynamic Decision Making						3									
Effective Communications		2													
Empathy: Building Positive Work			3												
Empathy: Communicating in Difficult Situations			4												
Empathy: Communicating with Empathy			2												
Gaining Buy-in for Change		3													
How to Develop and Deliver Dynamic Presentations		3													
Influencing Skills						3									
Influencing with Integrity					4										
Recognizing and Contributing to Change Initiatives: Personal Focus															3
Resilience: From Stress to Success															3

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based)	All-Employee Competencies														
	1 - Demonstrates effective written communication skills	2 - Demonstrates effective oral communication skills	3 - Demonstrates empathy	4 - Fosters diversity and inclusion	5 - Contributes to high-performing teams	6 - Demonstrates good judgment	7 - Demonstrates creative problem solving skills	8 - Exemplifies integrity	9 - Demonstrates accountability	10 - Organizes and prioritizes work	11 - Makes effective use of resources	12 - Advocates for Veterans	13 - Meets customers' needs	14 - Exhibits self-awareness and commitment to self-development	15 - Demonstrates resilience, agility, and a sense of urgency
Resilience: Minimizing Crisis to Maximize Outcomes															4
Resilience: Responding to the Impact of Compassion Fatigue on VA and Veterans															2
Self-Awareness: Empowering Yourself and Others														4	
Self-Awareness: Taking Charge of Your Career														3	
Teamwork: Contributing to Team Excellence					3										
Teamwork: High-Performing Teams					4										
Teamwork: Teamwork Essentials					2										
Veterans First: Advocating for Your Customer												3	3		
Veterans First: Building Customer Service Opportunities												4	4		

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based)	All-Employee Competencies														
	1 - Demonstrates effective written communication skills	2 - Demonstrates effective oral communication skills	3 - Demonstrates empathy	4 - Fosters diversity and inclusion	5 - Contributes to high-performing teams	6 - Demonstrates good judgment	7 - Demonstrates creative problem solving skills	8 - Exemplifies integrity	9 - Demonstrates accountability	10 - Organizes and prioritizes work	11 - Makes effective use of resources	12 - Advocates for Veterans	13 - Meets customers' needs	14 - Exhibits self-awareness and commitment to self-development	15 - Demonstrates resilience, agility, and a sense of urgency
Veterans First: Communicating Positive Customer Service												2	2		
Veterans First: Understanding Customer Service												2	2		
Writing Journey: Building Writing Skills	2														
Writing Journey: Communicating Complex Issues Clearly	3														
Writing Journey: Formal Writing Using Plain Language	4														
Writing Journey: Writing and Editing for Accuracy	3														
Live Webinars															
Building Agreement Out of Conflict							3								
When to Say No – Focusing for Success						2									
Web Based Courses															
Diversity: Fostering and Inclusive Culture				3											

COURSE TITLE by Modality (Live In Person, Webinar, and Web Based)	All-Employee Competencies														
	1 - Demonstrates effective written communication skills	2 - Demonstrates effective oral communication skills	3 - Demonstrates empathy	4 - Fosters diversity and inclusion	5 - Contributes to high-performing teams	6-Demonstrates good judgment	7 - Demonstrates creative problem solving skills	8 - Exemplifies integrity	9 - Demonstrates accountability	10 - Organizes and prioritizes work	11 - Makes effective use of resources	12 - Advocates for Veterans	13 - Meets customers' needs	14 - Exhibits self-awareness and commitment to self-development	15 - Demonstrates resilience, agility, and a sense of urgency
Diversity: Valuing Diversity in the Workplace				2											
Empathy: Sharpening Your Emotional Intelligence			3												
Resilience: Being Flexible and Resilient at Work															2
Self-Awareness: Bringing Out Your Personal Best														2	

3 Individual Course Offerings

The following contains our individual course offerings. All classes listed below are available as long as you can commit to the minimum attendance requirements and VALU approves your course request.

3.1 Instructor-Led Training

Course Title: An Introduction to Strategy

Table 3-1 Displays An Introduction to Strategy Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3181976			
Course Format:	Live in Person			
Course Description:	Introduction to Strategy is intended for mid- to upper- level managers and supervisors who may be required to provide aligned strategies for their operating unit. The course provides learners with tools and techniques necessary to analyze their customer needs (marketplace), assess their organizational unit strengths, weaknesses, and opportunities, and develop feasible approaches to meeting the organizational mission and vision.			
Target Audience:	Managers and Supervisors			
Objectives:	• Identify sources and characteristics of competitive advantage • Generate a SWOT analysis for your business • Develop the ability to think in visionary terms • Demonstrate the application of strategic formulation • Evaluate a strategic plan			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	TBD			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Results driven	Fosters reasonable risk taking and drives execution	4

Course Title: Analytics Boot Camp

Table 3-2. Displays Analytics Boot Camp Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1339220			
Course Format:	Live in Person			
Course Description:	In this five-day course, participants gain in-depth knowledge of the tools and techniques used in modern analysis. This course leverages Microsoft Excel 2007 functionality in hands-on lessons focused on probability, analysis and presentation of data, and statistical concepts critical for analytical proficiency. This course is part of the Critical Thinking Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	• Use Excel for data analysis and decision making • Collect data from multiple sources and utilize best practices for data retention in Excel • Integrate data from multiple sources • Summarize data to quickly gain a better understanding of it • Use advanced features in Excel to assist in complex problem solving • Visualize data through Excel's graphic functionality • Construct a frequency distribution to analyze data and translate it into relevant information • Calculate and select the most appropriate measures of central tendency • Identify and avoid the potential for hidden bias in expressing statistical findings			
Course Affiliation:	Career and Technical Training			
Duration:	40 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339220&componentTypeID=NFED&revisionDate=1286479200000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Critical thinking	Demonstrates good judgment	2
			Demonstrates creative problem solving skills	4

Course Title: Analytics Boot Camp – Excel Essentials

Table 3-3. Displays Analytics Boot Camp – Excel Essentials Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1352383
Course Format:	Live in Person
Course Description:	Analyzing data and presenting analyses are valuable skills in today's workplace. In this two-day course, participants learn essential Microsoft Excel skills and data analysis concepts, and study the tools and techniques used in modern analysis. This course leverages Microsoft Excel 2007 functionality in hands-on lessons focused on probability, analysis and presentation of data, and statistical concepts critical for analytical proficiency. This course is part of the Critical Thinking Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills
Objectives:	• Use Excel for data analysis and decision making • Collect data from multiple sources and utilize best practices for data retention in Excel • Integrate data from multiple sources • Summarize data to quickly gain a better understanding of it • Use advanced features in Excel to assist in complex problem solving • Visualize data through Excel's graphic functionality • Construct a frequency distribution to analyze data and translate it into relevant information • Calculate and select the most appropriate measures of central tendency • Identify and avoid the potential for hidden bias in expressing statistical findings
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1352383&componentTypeID=NFED&revisionDate=1291730520000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Critical thinking	Demonstrates good judgment	2
			Demonstrates creative problem solving skills	4

Course Title: Analyzing Issues and Engaging Stakeholders

Table 3-4. Displays Analyzing Issues and Engaging Stakeholders Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341076			
Course Format:	Live in Person			
Course Description:	This course will make the process of grappling with challenging business issues – from the procedural to the strategic – far more manageable and systematic. Learn to approach issues realistically and objectively, define them succinctly, explore options thoroughly and creatively, make decisions effectively, engage support from key decision makers, influencers and implementers, and follow through from implementation to documentation of real results.			
Target Audience:	Managers and Supervisors			
Objectives:	- Use techniques to analyze issues, identify options and make decisions that will gain the broadest possible support - Ensure the appropriate people are include in the problem-solving and decision-making processes - Communicate solutions with clarity and confidence to obtain stakeholder buy-in - Identify follow-on actions to sustain stakeholder engagement - Apply skills to enhance support for current organizational change initiatives			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341076&componentTypeID=NFED&revisionDate=1287506340000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Drives integration	3

Course Title: Assessing Opportunities

Table 3-5. Displays Assessing Opportunities Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1321997
Course Format:	Live in Person
Course Description:	Every change presents an opportunity, and every opportunity involves a risk of some kind. New requirements emerge, technologies change, and factors outside our control delay a project. How do we know how to assess an opportunity and make effective decisions about which changes to implement and which changes to abandon? This course helps managers assess these issues and decide what actions to take to minimize disruptions and ultimately turn the challenges of change into productive opportunities.
Target Audience:	Managers and Supervisors
Objectives:	• Use a five-phase model for an organized approach to assessing opportunities and risks • Define opportunity vs. risk and understand how the concepts are linked • Understand and use risk assessment to manage risks • Identify, evaluate and prioritize opportunities to impact organizational efficiency and effectiveness • Use tools that will lead to more creative responses to opportunities and create plans that support change processes
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1321997&componentTypeID=NFED&revisionDate=1278416040000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Results driven	Fosters risk taking/drives execution	3

Course Title: Building Resilience

Table 3-6. Displays Building Resilience Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1322000
Course Format:	Live in Person
Course Description:	Given the current environment of rapid change, quickly adapting to change and maintaining effective performance levels during disruption are essential to individual and organizational performance in today's organizations. This course lays the foundation for employees and teams to enhance their adaptation resources so they can cope more effectively and maintain productivity during disruptive change. This course introduces participants to a proven model of personal resilience which has been demonstrated to help individuals respond effectively to periods of rapid change. Resilience in this course is addressed as the capacity to absorb high levels of disruptive change while displaying minimal dysfunctional behavior.
Target Audience:	Managers and Supervisors
Objectives:	• Identify factors that influence responses to disruptive change • Determine your personal responses to change • Identify characteristics of personal resilience • Apply actions that create and support resilience • Develop plans for building resilience and managing your change responses
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322000&componentTypeID=NFED&revisionDate=1278416700000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Builds high-performing teams	2

Course Title: Building Winning Teams

Table 3-7. Displays Building Winning Teams Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1371035
Course Format:	Live in Person
Course Description:	Linking practical leadership theories to dynamic team leading, this course comes to life by working through the practical challenges and realities involved in achieving outstanding performance and results with teams. This course covers the essential skills and personal qualities that produce highly effective leaders. Participants will discover practical and straightforward ways to lead, organize, and motivate teams and to help them adapt rapidly in times of organizational change.
Target Audience:	Managers and Supervisors
Objectives:	• Identify strategies of an effective team • Assess your team's effectiveness • Use effective team leadership behaviors • Identify tactics to strengthen team performance • Describe the stages of team development • Apply tactics to build and sustain your team's performance, especially during times of rapid organizational change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371035&componentTypeID=NFED&revisionDate=1298930880000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Builds high-performing teams	3

Course Title: Business Analysis: Overview

Table 3-8. Displays Business Analysis: Overview Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1339223
Course Format:	Live in Person
Course Description:	In this course, participants use the Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) to develop a firm foundation in the principles and practices of business analysis – the critical process of identifying business improvement needs and developing projects to satisfy those needs. Participants will learn to identify business-process improvement opportunities, gather and analyze business requirements, and communicate and assist in implementing the solution package. This course is part of the Critical Thinking Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Describe the BABOK® Guide • Identify the value of business analysis in today's challenging environment • Identify the key responsibilities of a business analyst • Apply the business analysis process to gather and analyze project requirements • Plan and manage the requirements-gathering process, document and communicate requirements, and develop strategies to guide the solution implementation process
Course Affiliation:	Career and Technical Training
Duration:	24 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339223&componentTypeID=NFED&revisionDate=1286479320000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Critical thinking	Demonstrates creative problem solving skills	4

Course Title: **Championing Diversity**

Table 3-9. Displays Championing Diversity Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341141
Course Format:	Live in Person
Course Description:	This one-day course helps us see that while we might think we see the world as it is, we in fact perceive it the way we are. Imagine a workplace that ventures beyond mere tolerance and deems each employee, regardless of race, ethnicity, or gender, as able to make an irreplaceable contribution—as long as his or her uniqueness is sought out, embraced, and celebrated. The CEU credits for this course are .6.
Target Audience:	Managers and Supervisors
Objectives:	• "I See You" Recognize anyone standing alone or being left behind because of a diversity issue • "I Respect You" What can you do to make sure everyone is being respected • "I Seek You Out" Identify a person with a different view/background and ask for assistance on a project • "I Synergize With You" Identify situations where your team could benefit from more synergy
Course Affiliation	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1341141&componentTypeID=NFED&revisionDate=1287596760000

Competency Addressed	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Builds high performing teams	5
		Business acumen	Human capital management principles	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents			

Course Title: Communicating with Impact

Table 3-10. Displays Communicating with Impact Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371049			
Course Format:	Live in Person			
Course Description:	This lively and interactive course builds the core skills that underpin effective communication: skilled questioning, focused listening, and confident voicing of views. Participants gain practical experience in communicating with vivid images and stories, relating to their audience, and delivering concise and motivating messages. The course includes interactive sessions designed to help participants develop confidence in communicating, particularly during times of change when effective communication becomes even more important.			
Target Audience:	Managers and Supervisors			
Objectives:	• Describe the value of using high impact engagement techniques when communicating • Identify the principles of impactful communication • Use a reliable process for impactful communication • Use empathic communication skills during conversations • Develop and deliver a compelling message about change that moves people to commitment and action • Create an action plan to communicate with impact during times of change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371049&componentTypeID=NFED&revisionDate=1298980560000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Communicates vision and drives change	4

Course Title: Continuous Improvement

Table 3-11. Displays Continuous Improvement Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371050			
Course Format:	Live in Person			
Course Description:	Continuous improvement (CI) refers to an ongoing effort within an organization to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. There are many tools that have been developed that help organizations implement effective and reliable processes that can dramatically increase the effectiveness of organizational change initiatives. This course provides a solid introduction to basic CI tools and provides direct opportunities to apply them to issues of organizational change.			
Target Audience:	Managers and Supervisors			
Objectives:	• Define continuous improvement • Describe the three-step process for continuous improvement • Use continuous improvement tools to select and analyze possible improvement opportunities • Describe how action learning cycles drive improvement • Communicate to enroll others in your continuous improvements. • Apply the three-step process to move a continuous improvement opportunity forward			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371050&componentTypeID=NFED&revisionDate=1298981400000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions innovation	4

Course Title: Creating a Collaborative Culture

Table 3-12. Displays Creating a Collaborative Culture Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341080			
Course Format:	Live in Person			
Course Description:	This course offers tools and techniques designed to help you learn from and partner with others in order to make decisions, solve problems, strengthen communications, share best practices, and build strong, responsive, and connected systems. The goal is to establish a truly collaborative work environment in which the entire internal team is linked successfully to respond to the changing environment and to deliver an optimal customer experience.			
Target Audience:	Managers and Supervisors			
Objectives:	• Identify organizational payoffs for creating a collaborative culture • Describe the elements needed for a collaborative culture • Recognize individual decision styles and their implications for working with others • Use advocacy and inquiry to engage others in mutual learning • Apply techniques to assist with improving collaboration in your team and your organization • Use collaboration building skills to support organizational change initiatives			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341080&componentTypeID=NFED&revisionDate=1287507300000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Builds/maintains partnerships	3

Course Title: Creating a Culture of Change and Innovation

Table 3-13. Displays Creating a Culture of Change and Innovation Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322001			
Course Format:	Live in Person			
Course Description:	Effective managers and supervisors need to be able to successfully implement change initiatives, but that's much easier said than done. This course will help participants decode the difficulties individuals have dealing with change, select the most effective change management model for a specific organization and situation, and develop a strategy for successful implementation. Beyond seeing change as an issue or challenge, this course looks at strategies for viewing change as an opportunity for innovation. Creating a culture that supports innovation and creativity is one of the best ways to build organizations that can respond to change in a positive and proactive manner.			
Target Audience:	Managers and Supervisors			
Objectives:	• Describe the forces that drive and restrain successful change • Identify organizational characteristics that support and hinder creative change • Assess your organization's current culture • Apply John Kotter's 8-Step Change Process to build success in your change initiatives • Apply five key actions managers use to create a culture that supports creative change • Commit to using your role to support positive change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322001&componentTypeID=NFED&revisionDate=1278417240000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions innovation	4

Course Title: **Creative and Innovative Problem Solving**

Table 3-14. Displays Creative and Innovative Problem Solving Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322002			
Course Format:	Live in Person			
Course Description:	This practical and hands-on workshop is designed to be a catalyst for innovation and creativity. It provides individuals with proven techniques that can be applied to a wide range of organizational challenges. Based on the latest thinking and best practices used in problem solving, the course ends by providing individuals with an action planning template designed to secure stakeholder endorsement for change.			
Target Audience:	Managers and Supervisors			
Objectives:	• Use a reliable problem-solving process • Use idea generation tools to develop creative options • Identify the value of collaborating with others to solve problems • Develop a plan to secure stakeholder "buy-in" from influencers • Build a plan to develop creative solutions			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322002&componentTypeID=NFED&revisionDate=1278417420000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions innovation	4

Course Title: Creative Problem Solving

Table 3-15. Displays Creative Problem Solving Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1339217			
Course Format:	Live in Person			
Course Description:	Creative problem solving is a valuable skill in today's fast-changing world. In this course, participants learn how to integrate creativity with analytical thinking for effective problem solving. Participants will also learn the different ways for applying creative and innovative thinking strategies to better understand work-related problems and the techniques to solve them. This course is part of the Critical Thinking Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	• Describe aspects of creativity relevant to the problem solving process • Rediscover personal creative potential • Explore the ways in which creativity is promoted and hindered in the workplace • Recognize how to manage creativity in the workplace • Examine ways in which creativity can be applied to organizational problem solving			
Course Affiliation:	Career and Technical Training			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339217&componentTypeID=NFED&revisionDate=1286479020000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Critical thinking	Demonstrates creative problem solving skills	3

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Course Title: Critical Conversations

Table 3-16. Displays Critical Conversations Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1371056
Course Format:	Live in Person
Course Description:	Everyone is faced with critical conversations at work, whether they are saying "no" to a request, communicating bad news, dealing with poor performance, or recruiting staff. Increasingly, the work of managers requires an ability to have effective conversations with employees that build motivation and engagement and that directly address difficult issues. This course provides real-time opportunities to build skills and practice the techniques of effective conversations. By practicing difficult situations participants return to work equipped to tackle a range of critical conversations, particularly ones that can arise during periods of rapid organizational change.
Target Audience:	Managers and Supervisors
Objectives:	• Identify the principles of successful communication • Use a reliable communication process for critical conversations • Apply the skills of a thinking partner when collaborating with colleagues • Apply critical conversation tools to handle difficult issues • Create a personal action plan to address challenging issues during times of intense change
Course Affiliation:	Transformational Leadership
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371056&componentTypeID=NFED&revisionDate=1298982600000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	2

Course Title: Customer Focus

Table 3-17. Displays Customer Focus Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371057			
Course Format:	Live in Person			
Course Description:	Every service organization is experiencing increasing challenges related to maintaining high levels of client-focused service. This course is designed to equip managers and supervisors with the skills necessary to create, manage and maintain a productive, customer-focused climate. It addresses the requirement to build effective teams that focus on client needs while at the same time managing the operating requirements of the organization. A particular focus is on issues of organizational change and using client insight to drive organizational improvement strategies.			
Target Audience:	Managers and Supervisors			
Objectives:	• Identify customer needs and standards required to create a customer-centered approach to service delivery • Apply the steps of the customer-centered service approach • Create a positive climate to enable employees to deliver customer-centered service • Facilitate on-the-job reinforcement sessions with employees			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371057&componentTypeID=NFED&revisionDate=1298983320000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Global perspective	Enhances outcomes for Veterans	2
		Global perspective	Ensures strategic alignment	2
		Leading change	Champions innovation	2

Course Title: Diversity: Building Cross-Cultural Communication

Table 3-18. Displays Diversity: Building Cross-Cultural Communication Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3125997			
Course Format:	Live in person			
Course Description:	Successful organizations are strengthened by a diverse workplace where new ideas and alternative points of view are valued and encouraged. Fostering diversity and inclusion in the workplace requires the ability to communicate effectively with people across a range of cultural groups. This course presents the foundational concepts of diversity awareness and introduces participants to more complex diversity issues in a facilitated group environment. Through VA-specific scenarios and role-play, participants learn communication techniques that support diversity in a group setting, practice problem-solving skills when presented with alternative points of view and encourage others to embrace and respect diversity. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3125997&componentTypeID=NFED&revisionDate=1329413160000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Fosters diversity and inclusion	2

Course Title: Diversity: Working with Diverse Teams

Table 3-19. Displays Diversity: Working with Diverse Teams Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126025			
Course Format:	Blended			
Course Description:	Creating and maintaining a highly diverse workforce requires an understanding of how diversity positively affects an organization and how to encourage new ideas and alternative points of view. To effectively support VA's mission and vision, valuing and leveraging diversity must be embraced and openly communicated at all levels. Using VA-specific scenarios in a group setting, this course provides an opportunity to apply practical techniques that encourage diversity, resolve conflict, leverage the skills and talents of a diverse workforce and contribute to diverse teams. This course includes both instructor-led and online training components. To earn credit for the course, participants need to complete the online component before the instructor-led portion. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	4-hour online course followed by 8-hour instructor-led session			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126025&componentTypeID=NFED&revisionDate=1329421620000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Fosters diversity and inclusion	4

Course Title: Dynamic Decision Making

Table 3-20. Displays Dynamic Decision Making Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1339219
Course Format:	Live in Person
Course Description:	In this course, participants learn an easy-to-follow process to improve the quality of decision making of a group and in their organizations. This course uses a VA-specific case study that takes participants through the decision-making process. Specifically, participants learn a clear process and user-friendly techniques for making smarter choices and sound business decisions, and understand how to create an action plan to evaluate the results of decisions. This course is part of the Critical Thinking Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Identify your decision-making style and level of risk tolerance • Use a decision-making process to make sound business decisions • Develop clear guidelines on communicating decisions • Design an action plan to evaluate the results of decisions
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339219&componentTypeID=NFED&revisionDate=1286479140000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Critical thinking	Demonstrates good judgment	3

Course Title: Effective Communications

Table 3-21. Displays Effective Communications Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1339204
Course Format:	Live in Person
Course Description:	Communicating effectively is an important skill in today's workplace. This course introduces participants to essential communications skills, including active listening, and interpreting verbal and nonverbal cues. Participants will also learn to recognize different communication styles and understand generational differences. This course is part of the Oral Communication Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Identify different communication styles, including your own • Recognize and use nonverbal cues to clearly communicate with others • Build rapport and encourage open communication through appropriate verbal cues • Describe and demonstrate the characteristics of active listening • Consider individuals' cultural and generational differences in communication styles • Identify cultural and generational stereotypes • Create a climate for cultural and generational diversity
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339204&componentTypeID=NFED&revisionDate=1286477100000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Communication	Demonstrates effective oral communication skills	2

Course Title: **Emotional Intelligence for Leaders**

Table 3-22. Displays Emotional Intelligence for Leaders Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371059			
Course Format:	Live in Person			
Course Description:	Emotional Intelligence (EI) makes the difference between average and star performers in leadership positions. Exceptional leaders have high levels of self-awareness and not only manage themselves but also understand and work effectively with others. This interactive program is designed for leaders who want to develop their own Emotional Intelligence and lead their teams to enhanced performance. It is particularly appropriate for managers and supervisors in organizations undergoing high rates of change to help understand and manage the emotional demands of large-scale change initiatives.			
Target Audience:	Managers and Supervisors			
Objectives:	• Describe the benefits of emotional intelligence to the leader, the team and the organization • Assess personal effectiveness in emotional intelligence competencies • Employ strategies to promote personal awareness, balance and direction • Identify opportunities to apply emotional intelligence in leadership roles • Apply emotional intelligence skills to the particular demands that arise during time of rapid organizational change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371059&componentTypeID=NFED&revisionDate=1298984280000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Inspires continual learning and development	1
		Building coalitions	Demonstrates political savvy	2

Course Title: Empathy: Building Positive Work Relationships

Table 3-23. Displays Empathy: Building Positive Work Relationships Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126024			
Course Format:	Blended			
Course Description:	Collaboration and communication are vital to building positive work relationships, which form the foundation of a successful organization. Using VA-specific scenarios and hands-on group activities, participants in this course learn techniques to improve listening skills, build rapport by establishing an environment of mutual respect, resolve differences and build and maintain positive work relationships even in difficult situations. This course includes instructor-led and online training components. To earn credit for the course, participants need to complete the instructor-led portion first, followed by the online component, and participate in a facilitated discussion group. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	12-hour instructor-led session followed by 2-hour online course. Exercise debriefed in a 1-hour virtual discussion group.			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126024&componentTypeID=NFED&revisionDate=1329421380000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Interpersonal effectiveness	Demonstrates empathy	3

Course Title: Empathy: Communicating in Difficult Situations

Table 3-24. Displays Empathy: Communicating in Difficult Situations Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3125995
Course Format:	Live in person
Course Description:	Working effectively with other people and advancing VA's mission requires strong communication skills based on sensitivity and mutual respect, particularly in difficult situations. Through VA-specific scenarios and hands-on group activities, participants in this course practice communication and collaboration techniques to improve interpersonal skills, provide constructive feedback in a sensitive manner, build understanding, demonstrate respect for individuals and resolve disagreements proactively. This course is part of the Interpersonal Effectiveness Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3125995&componentTypeID=NFED&revisionDate=1329412260000

Competency Addressed	Model	Category	Competency	Proficiency Level
	All employee	Interpersonal effectiveness	Demonstrates empathy	4

Course Title: **Empathy: Communicating with Empathy**

Table 3-25. Displays Empathy: Communicating with Empathy Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126014
Course Format:	Live in person
Course Description:	Communicating effectively with peers, supervisors, Veterans and customers requires an ability to empathize with their needs and concerns. Being attentive to others by listening carefully to their ideas and concerns; responding appropriately and respectfully; and setting others at ease by encouraging open dialog and communications are essential components to interpersonal effectiveness. Using VA-specific scenarios, this hands-on course provides participants with an opportunity to apply practical listening and communication techniques in a group setting. This course is recommended to be paired with **Diversity: Valuing Diversity in the Workplace** for a two-day session. This course is part of the Interpersonal Effectiveness Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126014&componentTypeID=NFED&revisionDate=1329417720000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Interpersonal effectiveness	Demonstrates empathy	2

Course Title: FOCUS – Achieving your Highest Priorities

Table 3-26. Displays FOCUS – Achieving your Highest Priorities Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1320971			
Course Format:	Live in Person			
Course Description:	This FranklinCovey best-selling workshop is an engaging, highly interactive time management presentation that is packed with learning. Ideal for individuals at all stages of life who want to improve productivity every day. Includes a Franklin Planner. The CEU credits for this course are .6.			
Target Audience:	Managers and Supervisors			
Objectives:	At the end of this class, the learner will be able to plan time by prioritizing tasks based on goals, personal values, and level of importance. Best practices for handling email, voicemail, interruptions, and procrastination will also be presented.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320971&componentTypeID=NFED&revisionDate=1277407080000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Results driven	Fosters risk taking/drives execution	3
		Leading people	Promotes leadership	3
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents			

Course Title: Gaining Buy-in for Change

Table 3-27. Displays Gaining Buy-in for Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341077			
Course Format:	Live in Person			
Course Description:	This highly interactive and hands-on course provides participants the opportunity to examine existing skills in a low-risk environment. Learn how to improve negotiation skills that result in win-win outcomes.			
Target Audience:	Managers and Supervisors			
Objectives:	• Identify types of conflict that typically arise during times of change • Recognize your own and others' conflict management styles • Choose appropriate responses to different kinds of conflict • Use win-win negotiating techniques to gain buy-in for new change initiatives • Apply win-win conflict management skills to current workplace challenges related to change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341077&componentTypeID=NFED&revisionDate=1287506820000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	1
	All employee	Communication	Demonstrates effective oral communication skills	3

Course Title: **Getting Results: The 4 Disciplines of Execution Executive Session**

Table 3-28. Displays Getting Results: The 4 Disciplines of Execution Executive Session Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1527311			
Course Format:	Live in Person			
Course Description:	All leaders are ultimately hired to do one thing—get results. However executing strategic goals is the greatest challenge in organizations today. Aligning teams the organization with your most important objectives is a never-ending battle. In addition, keeping people engaged and focused on the top goals is critical. This session helps leaders understand the top drivers and impediments to delivering sustainable results and teaches a process for executing in the midst of the demanding "day-job." The CEU credits for this course are .6.			
Target Audience:	Executives, Managers, Supervisors			
Objectives:	Participants will learn the importance of and how to develop a culture of execution by implementing the following disciplines: 1) How to focus on the wildly important in the midst of the whirlwind of the day job, 2) How to identify and act on the lead measures, 3) How to create and maintain a compelling scoreboard, 4) How to create a cadence of accountability.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	1 day			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527311&componentTypeID=NFED&revisionDate=1305284880000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Results driven	Fosters risk taking/drives execution	5
		Global perspective	Ensures strategic alignment	5
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Great Work Great Career

Table 3-29. Displays Great Work Great Career Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1329050
Course Format:	Live in Person
Course Description:	Great Work Great Career is presented as a highly participatory presentation. Jennifer Colosimo and Dr. Stephen R. Covey are co-authors of the book Great Work Great Career. These two hours will address ways to help you discover the unique passion, talents, and strengths you have to offer at work and inspire you to contribute and make the difference that only you can make. Participants will receive a copy of the book. The CEU credits for this course are .2.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	Participants will learn techniques presented in the book on how to discover your unique passion, talents and strengths.
Course Affiliation:	Manager and Supervisory Training
Duration:	3 hours (2 classes per day possible)
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1329050&componentTypeID=NFED&revisionDate=1284550320000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Builds/maintains partnerships	4
		Global perspective	Enhances outcomes for Veterans	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: How to Develop and Deliver Dynamic Presentations

Table 3-30. Displays How to Develop and Deliver Dynamic Presentations Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1339205
Course Format:	Live in Person
Course Description:	Capturing and sustaining audience interest is key to meeting the demands of today's listener. In this course, participants learn a step-by-step process for creating effective and engaging presentations. Activities include creating an audience profile, clarifying the presentation objective, composing the message, building the framework, creating openings and closings, preparing for and presenting to an audience, and creating different types of post-presentation follow-up. This course is part of the Oral Communication Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Incorporate the four "musts" for a presentation high in audience appeal • Complete an "Audience Profile" that gives you necessary information and insights to tailor your message to your audience • Define the objective of your presentation to keep your efforts on target • Keep the interest and the attention of an audience with a well-paced presentation that meets the demands of today's listener • Select the most suitable forms of audiovisual support and develop well-designed audiovisual aids for optimum impact • Prepare for and skillfully respond to questions • Identify types of post-presentation follow-up that may be applicable to fully satisfy your objective • Collect audience feedback and conduct self-evaluations, and apply the results to plans for further improvement • Avoid the most common complaints about presentations often expressed by people in an audience
Course Affiliation:	Career and Technical Training
Duration:	12 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339205&componentTypeID=NFED&revisionDate=1286477520000

Course Details	Descriptions			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Communication	Demonstrates effective oral communication skills	3

Course Title: Influencing Skills

Table 3-31. Displays Influencing Skills Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1339207			
Course Format:	Live in Person			
Course Description:	In this course, participants learn the techniques for expanding personal influence in their organization, including overcoming obstacles and developing influencing strategies to help build relationships. Specifically, participants will learn how to assess and influence situations, apply a situation-specific influence strategy, and build more effective relationships and networks to enhance their abilities to influence decision makers. This course is part of the Oral Communication Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	• Assess a situation from your point of view and your audience's point of view • Determine your audience's need by actively listening, asking questions, gathering data, paraphrasing and summarizing • Assess your influence style and adapt to the style of others • Influence your manager or others in authority • Establish your credibility, assert yourself, and give and receive feedback • Use positive influencing language and nonverbal communication to your advantage • Say "no" and disagree professionally • Expand your sphere of influence and create a circle of champions • Plan and execute influencing strategies • Overcome obstacles such as difficult personalities, apathy, lack of credibility and resistance • Assess and work effectively with political dynamics			
Course Affiliation:	Career and Technical Training			
Duration:	16 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1339207&componentTypeID=NFED&revisionDate=1286477700000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Critical thinking	Demonstrates good judgment	3

Course Title: Influencing with Integrity

Table 3-32. Displays Influencing with Integrity Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341079			
Course Format:	Live in Person			
Course Description:	Throughout this one-day course, participants will build an influence strategy for engaging, persuading, and securing the backing of people whose support and commitment is critical to the success of their influence situation.			
Target Audience:	Managers and Supervisors			
Objectives:	• Recognize the difference between influence and manipulation • Use analysis tools to identify influence requirements for current change initiatives • Identify your preferred influencing style • Use questioning and listening skills to uncover the expectations and needs of those you are influencing • Apply influence skills to build support for organizational change initiatives			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341079&componentTypeID=NFED&revisionDate=1287507120000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Inspires continual learning and development	2
		Leading change	Communicates vision and drives change	1
	All employee	Interpersonal effectiveness	Contributes to high performing teams	4

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Course Title: Leadership and Execution Fundamentals

Table 3-33. Displays Leadership and Execution Fundamentals Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1320974			
Course Format:	Live in Person			
Course Description:	This must-take FranklinCovey workshop developed exclusively for the VA teaches managers how to Inspire Trust, Clarify Purpose, Align Systems, and Unleash the Talents of their team. Participants are then taught a process to implement and achieve their most important goals. The CEU credits for this course are 1.4.			
Target Audience:	Managers, Supervisors, or intact teams looking to achieve their most important goals			
Objectives:	- Identify strengths and weakness as a leader - Link your team's "job to be done/purpose" strategic link and how it impacts the VA's resources - Complete an action plan to increase personal and relationship trust - Write a team purpose statement - Define goals, and identify activities required to meet those goals			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 days			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov//plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320974&componentTypeID=NFED&revisionDate=1277407560000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Results driven	Fosters risk taking/drives execution	4
		Leading people	Promotes leadership	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Leadership Foundations

Table 3-34. Displays Leadership Foundations Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341142			
Course Format:	Live in Person			
Course Description:	This FranklinCovey workshop teaches managers and supervisors how to Inspire Trust, Clarify Purpose, Align Systems, and Unleash the Talents of their team. The CEU credits for this course are .6.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	As a participant, you will learn how to analyze your strengths and weaknesses as a leader, as well as the basics of how to inspire the trust of those you lead, clarify the purpose of your team, align systems to achieve success, and identify the strengths and weaknesses.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1341142&componentTypeID=NFED&revisionDate=1287597120000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Global perspective	Ensures strategic alignment	4
		Results driven	Fosters risk taking/drives execution	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Leading Across Generations

Table 3-35. Displays Leading Across Generations Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1527313
Course Format:	Live in Person
Course Description:	Can Your Leaders Leverage the Differences Between Generations? For the first time in history, there are four distinct generations in the workforce: traditionalists, Baby Boomers, gen Xers, and Millennials all with their own perspectives, styles, and expectations. Unfortunately, where there are differences, often there are conflicts. In the past, leaders had to apply general conflict-resolution approaches to overcome the tension created by these differences. But what if leaders could leverage the differences between generations instead of just eliminating conflict? Great Leaders Tap Into the Unique Contributions of Each Generation FranklinCovey's Leading Across Generations—a four-hour, instructor-led leadership-development module—gives leaders a profound understanding of the differences between generations. Participants receive a participant manual, generation and friction point cards and additional tools to help them effectively lead different generational groups. The CEU credits for this course are .6.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	Participants will learn how to: • Gain an understanding of the specific differences between the four generations in today's workforce. • Learn how to engage the "whole person" in helping team members from every generation apply their unique talents and contribution. • Know how to conduct a "Whole-Person Engagement Conversation" to identify areas for improving engagement. • Resolve the "points of friction" where one generation's style or perspective is likely to conflict with those of another generation.
Course Affiliation:	Manager and Supervisory Training
Duration:	Half Day
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527313&componentTypeID=NFED&revi

Course Details	Descriptions			
	sionDate=1305285420000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Builds high-performing teams	4
		Leading change	Champions innovation	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Leading at the Speed of Trust

Table 3-36. Displays Leading at the Speed of Trust Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318026
Course Format:	Live in Person
Course Description:	A highly interactive and very popular FranklinCovey workshop that engages leaders at all levels in the real work of identifying and closing the trust gaps that exist in your organization. Instead of paying outrageous "Trust Taxes," your organization can begin to realize "Trust Dividends." Doing business at the "speed of trust" dramatically lowers costs, speeds up results, and increases profits and influence. Participants receive a copy of the book "The Speed of Trust". The CEU credits for this course are 1.4.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	At the end of the class, participants will be able to clearly identify and integrate proven trust behaviors into their daily lives, create action plans for increasing their personal trustworthiness, the levels of trust among their teams, with other departments, and with the veterans they serve.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318026&componentTypeID=NFED&revisionDate=1276035420000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Demonstrates political savvy	4
			Effectively manages conflict	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: **Managing Self through Change**

Table 3-37. Displays Managing Self through Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322003			
Course Format:	Live in Person			
Course Description:	This highly interactive and experiential course provides actionable tools and techniques for people to succeed in a rapidly changing environment. These proven techniques help individuals navigate the ambiguity and complexities that come with change to remain active, engaged, and productive. On a personal level, these tools can help to maintain a balanced perspective and vibrant personal life during periods of stress.			
Target Audience:	All employee levels			
Objectives:	- Describe the purpose and nature of change - Identify the stages of emotion that people pass through when change occurs - Identify and apply strategies for making a positive transition through change stages - Apply specific strategies for building an optimistic perspective when dealing with change - Create a personal plan for optimistically responding to change			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322003&componentTypeID=NFED&revisionDate=1278417660000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Communicates vision and drives change	4

Course Title: Managing Your Team through Change

Table 3-38. Displays Managing Your Team through Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322008			
Course Format:	Live in Person			
Course Description:	Effective leaders understand how to help team members succeed in a changing environment. This course offers practical strategies for leaders to create a positive change environment and provides tools and techniques for leaders to identify and capitalize on opportunities created by change.			
Target Audience:	Managers and Supervisors			
Objectives:	• Describe the impact of change on you and your team • Assess the impact of change on you and your team • Apply the LEAD framework to help team members respond positively to change • Communicate change to ensure buy-in			
Course Affiliation:	Transformational Leadership			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322008&componentTypeID=NFED&revisionDate=1278421320000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Global perspective	Ensures strategic alignment	1

Course Title: Meeting Advantage

Table 3-39. Displays Meeting Advantage Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1320962			
Course Format:	Live in Person			
Course Description:	Meetings are a key component of business. Unfortunately, too many meetings wander aimlessly and produce no action items. In this FranklinCovey workshop participants learn the essential requirements of conducting an effective meeting. The CEU credits for this course are .6.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	At the end of this course, participants will know how to plan effectively before a meeting, focus productively during a meeting, and follow through successfully after the meeting.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320962&componentTypeID=NFED&revisionDate=1277403720000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Builds high-performing teams	4
		Building coalitions	Drives integration	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Presentation Advantage

Table 3-40. Displays Presentation Advantage Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1320963			
Course Format:	Live in Person			
Course Description:	Whether it is a sales presentation or a shareholder video conference, presentations must be designed with clarity and delivered with confidence. Let FranklinCovey help you with the secrets of effective presentations and how to deliver them with excellence. The CEU credits for this course are .6.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	At the end of this course, you will be able to identify quality presentation standards, analyze your presentation audience, and develop a quality presentation.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1320963&componentTypeID=NFED&revisionDate=1277403780000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	4
		Global perspective	Ensures strategic alignment	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Project Management

Table 3-41. Displays Project Management Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318035			
Course Format:	Live in Person			
Course Description:	This FranklinCovey one-day workshop teaches a four-step process for skillfully managing projects large or small: Visualize, Plan, Implement, and Close. This proven approach helps you craft and deliver high-quality projects on time and within budget. The CEU credits for this course are .6.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	You will be able to identify strategies to decrease project costs, hit project deadlines, strengthen project team cooperation, and improve early recognition of potential problems.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318035&componentTypeID=NFED&revisionDate=1276040340000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Drives integration	4
		Results driven	Fosters risk taking/drives execution	5
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: **Project Management: A Practical Approach**

Table 3-42. Displays Project Management: A Practical Approach Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1512311
Course Format:	Live in Person
Course Description:	This project management training course is taught as a two-day, facilitator-led process, and encourages attendees to focus on their own current projects for a truly hands-on experience. The two-day training is ideal for project managers and coordinators who work on more complex projects and whose jobs are increasing in responsibility. Participants learn all of the skills from the one-day project management training course, plus they will: 1) process the projects they bring to the workshop; 2) analyze complex projects using additional resources such as Gantt charts and project-initiation tools; 3) learn to balance constraints like time, schedule, and resources; 4) identify ways to control and track communication; and 5) analyze project-related risks and create a "hotspots" plan. The CEU credits for this course are 1.4.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.
Objectives:	FranklinCovey's project management workshop teach a four-step process for skillfully managing projects large or small: Visualize, Plan, Implement, and Close. This proven approach helps project managers and their teams craft and deliver high-quality projects on time and within budget. If developed and applied effectively to each project in your organization, skillful project management can mean the difference between mediocre and phenomenal results.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 Days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1512311&componentTypeID=NFED&revisionDate=1305198660000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Results driven	Fosters risk taking/drives execution	5
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Resilience: From Stress to Success

Table 3-43. Displays Resilience: From Stress to Success Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126006			
Course Format:	Live in Person			
Course Description:	Today's workplace presents many challenges that require individuals to remain resilient and adapt to change. In this course, participants learn how to proactively analyze situations that may be encountered, formulate a plan of action, and prepare to implement the plan to ensure a successful resolution. Using VA-specific scenarios, the course teaches techniques for maintaining situational control, developing strategies to tackle challenges, and adapting to change while remaining productive and optimistic. This course is part of the Personal Mastery Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126006&componentTypeID=NFED&revisionDate=1329415800000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Personal mastery	Demonstrates resilience, agility, and a sense of urgency	3

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Course Title: Resilience: Minimizing Crisis to Maximize Outcomes

Table 3-44. Displays Resilience: Minimizing Crisis to Maximize Outcomes Course Details

Course Details	Descriptions		
TMS Item Number:	NFED 3126027		
Course Format:	Blended		
Course Description:	VA personnel often encounter crisis situations that require quick analysis and flexibility. This course focuses on techniques for managing change, stress and uncertainty. Using VA-specific scenarios, participants learn how to respond to crisis situations while demonstrating accountability, maintaining composure and encouraging others. Participants also learn how to adapt their work methods and behaviors to minimize the effects of a crisis and maximize positive outcomes. This course includes both instructor-led and online training components. To earn credit for the course, participants need to complete the instructor-led portion first, followed by the online component, and participate in a facilitated discussion group. This course is part of the Personal Mastery Learning Program.		
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.		
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.		
Course Affiliation:	Career and Technical Training		
Duration:	8-hour instructor-led session followed by 2-hour online course and 1-hour online discussion.		
Max Class Size:	20		
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126027&componentTypeID=NFED&revisionDate=1329421920000		
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Personal mastery	Demonstrates resilience, agility, and a sense of urgency	4

Course Title: Resilience: Responding to the Impact of Compassion Fatigue on VA and Veterans

Table 3-45. Displays Resilience: Responding to the Impact of Compassion Fatigue on VA and Veterans Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126023
Course Format:	Live in Person
Course Description:	In certain work environments, the stress of ongoing exposure to the suffering of others can lead to "an extreme state of tension and preoccupation with the suffering to a point where it is traumatizing for the helper" (Figley, 1995). Workers who provide regular support or care-giving to traumatized customers can begin to experience negative symptoms of trauma themselves -- a condition known as compassion fatigue. The condition may also affect those who do not interact directly with Veterans but are in direct contact with those who do. This course provides participants with a baseline awareness of compassion fatigue and an understanding of the risks and symptoms associated with its onset. Participants also learn techniques for self-assessment, building personal resilience to the condition and maintaining empathy for those they serve. This course is part of the Personal Mastery Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development but will incorporate novice and foundational levels of proficiency across several linked competencies, primarily resiliency and advocating for Veterans. It will also touch on empathy, judgment and communication skills.
Course Affiliation:	Career and Technical Training
Duration:	8 Hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126023&componentTypeID=NFED&revisionDate=1329421200000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Personal mastery	Demonstrates resilience, agility, and a sense of urgency	2

Course Title: **Resiliency for Caregivers**

Table 3-46. Displays Resiliency for Caregivers Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1692312
Course Format:	Live in Person
Course Description:	Resiliency for Caregivers was developed by EUCOM, ERMC and FranklinCovey to meet the needs of military caregivers. The program is intended to prevent burnout and secondary trauma and build resiliency in military family members and caregivers. If a caregiver is already experiencing difficulty, this workshop would help him or her to identify challenges and to encourage them to get help. "Caregivers" are identified broadly to include family members, healthcare practitioners, chaplains, social workers, psychologists, FRG leaders and volunteers. This 8 hour course includes an inventory which people do online or in session to assess how satisfied they are with their resiliency thresholds and whether they have markers associated with burnout and secondary trauma. Most of the day is spent learning strategies for preventing and alleviating challenges associated with caregiving. Examples of strategies are learning to practice "whole person" self-care and writing a resiliency statement. The day concludes with making a plan for helping the learning to stick. The CEU credits for this course are .6.
Target Audience:	All VA Employees
Objectives:	The purpose of this program is to explore ways to rejuvenate ourselves through self-care. To do this we must first love and care for ourselves and then, from a position of strength, we can care for others. This session explores ways to renew and rejuvenate from a whole-person perspective. Attendees will: • Asses their personal level of compassion satisfaction, fatigue and burnout • Increase understanding of Compassion Fatigue and its markers • Learn skills to improve their personal and professional quality of life • Build their personal resiliency action plans and work-life balance skills
Course Affiliation:	Manager and Supervisory Training
Duration:	8 hours
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1692312&componentTypeID=NFED&revisionDate=1306970460000

Course Details	Descriptions			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Effectively manages conflict	5
		Results driven	Fosters accountability to Veterans	5
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Scorecard for Change: Demonstrating Success

Table 3-47. Displays Scorecard for Change: Demonstrating Success Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1371066
Course Format:	Live in Person
Course Description:	It is no longer sufficient to manage an organization by a narrowly defined set of financial or budgetary metrics. Particularly in times of rapid change, managers must learn to measure performance from multiple points of view to ensure that an organization can grow and adapt to new demands. This course introduces the essential tools of the Balanced Scorecard to help managers translate strategy into operational terms, make strategy a continual process, and mobilize change through effective leadership.
Target Audience:	Managers and Supervisors
Objectives:	• Describe the importance of using a scorecard to measure the impact of performance • Describe the management process to integrate measurement in order to sustain change • Identify ways to measure your team's work using scorecard metrics • Engage team members in scorecard discussions • Create an action plan for building change-oriented measures into your management activities
Course Affiliation:	Transformational Leadership
Duration:	3.5 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371066&componentTypeID=NFED&revisionDate=1298984820000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading Change	Champions innovation	4
			Communicates vision and drives change	4

Course Title: Self-Awareness: Empowering Yourself and Others

Table 3-48. Displays Self-Awareness: Empowering Yourself and Others Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126026
Course Format:	Blended
Course Description:	Training and education are critical components of achieving performance excellence. Participants in this course learn how understanding individual strengths and weaknesses allows them to identify areas for improvement through education and training. This course teaches participants how to assess their knowledge and abilities, recognize areas for skill development, take the initiative to embark on a process of continuous self-improvement, promote educational opportunities to peers and serve as a peer mentor. This course includes both instructor-led and online training components. To earn credit for the course, participants must complete the instructor-led portion first, followed by the online component, and participate in a facilitated discussion group. This course is part of the Personal Mastery Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	8-hour instructor-led session followed by 2-hour online course and 1-hour online discussion.
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126026&componentTypeID=NFED&revisionDate=1329421800000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Personal mastery	Exhibits self-awareness and commitment to self-development	4

Course Title: Self-Awareness: Taking Charge of Your Career

Table 3-49. Displays Self-Awareness: Taking Charge of Your Career Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126005			
Course Format:	Live in Person			
Course Description:	Career-minded individuals look for opportunities for self-development and create a plan for improving their performance and advancing their career. This hands-on course provides a four-step development process to help participants identify areas for growth, create a plan for improvement, seek feedback on performance, and commit to continuous review and modification of the plan to achieve their career goals. This course is part of the Personal Mastery Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	8 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126005&componentTypeID=NFED&revisionDate=1329415620000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All Employee	Personal mastery	Exhibits self-awareness and commitment to self-development	3

Course Title: Teamwork: Contributing to Team Excellence

Table 3-50. Displays Teamwork: Contributing to Team Excellence Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126003
Course Format:	Blended
Course Description:	Contributing to team excellence requires an understanding of how effective teams work. While teams are made up of individual members, understanding how each person contributes to the team is critical to success. In this course, participants are introduced to the concepts of team dynamics, effective team communication and team building. Using VA-specific scenarios, participants apply collaboration techniques in a group setting, assess the impact of team dynamics, practice team-building skills and identify communication styles that increase team performance. This course is part of the Interpersonal Effectiveness Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	8-hour instructor-led session including online content and activities
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126003&componentTypeID=NFED&revisionDate=1329415020000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Interpersonal effectiveness	Contributes to high-performing teams	3

Course Title: Teamwork: High-Performing Teams

Table 3-51. Displays Teamwork: High-Performing Teams Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126004
Course Format:	Live in person
Course Description:	In the world of team styles, high-performing teams are viewed as the organization's superstars; they consistently outperform other teams in quality, results and on-time delivery. In this course, participants identify the characteristics of high-performing teams, including styles of leadership, decision making, communication, conflict management and resolution, roles and responsibilities and goal setting. Techniques for building and sustaining high-performing teams and personality style inventories are explored. Using VA-specific scenarios, participants practice methods for collaborative team building, decision making, goal setting using SMART (Specific, Measurable, Attainable, Relevant, Timely) criteria and conflict resolution. This course is part of the Interpersonal Effectiveness Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126004&componentTypeID=NFED&revisionDate=1329415380000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Interpersonal effectiveness	Contributes to high-performing teams	4

Course Title: **Teamwork: Teamwork Essentials**

Table 3-52. Displays Teamwork: Teamwork Essentials Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126002			
Course Format:	Blended			
Course Description:	Successful teamwork is built on collaboration and communication. To meet the team's goals, team members must work collaboratively in a group setting. This course introduces the traits of highly effective teams and examines the individual characteristics of team members that contribute to the team's success. Using VA-specific scenarios, participants apply collaboration and knowledge-sharing techniques; and practice team-building skills to help team members meet the team's goals. This course includes instructor-led and online training components. To earn credit for the course, participants need to complete the instructor-led portion before the online component. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	8-hour instructor-led session followed by 4-hour online course			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126002&componentTypeID=NFED&revisionDate=1329414120000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Contributes to high-performing teams	2

Course Title: **The 4 Disciplines of Execution Manager Certification and Implementation Process**

Table 3-53. Displays The 4 Disciplines of Execution Manager Certification and Implementation Process Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1527310
Course Format:	Live in Person
Course Description:	All leaders today are tasked with doing more with less. Resources are being constrained more and more while at the same time demand for excellent services are rising exponentially. Time after time senior leadership announces a new strategic plan, program, or initiative only to have it fall short of expectations or worse fail. The ability to execute is ultimately the most important leadership competency and the one that leaders have the least amount of training to do. This process is a series of training and work sessions reaching from the most senior levels of the operation down to the front line. Gaps to execution are identified and a plan to close them is implemented. Additionally, a deliberate and steady process to drive consistent and reliable execution is taught while working on the real work of the "day-job. This is not traditional training. Leaders are certified in a proven process that drives execution of the organizations most important goals now and in the future. The CEU credits for this course are 1.4.
Target Audience:	Executives, Managers, Supervisors, Associates
Objectives:	Participants at all levels of the operation will participate at appropriate levels and at different times during the process. All will receive the appropriate training and support need to drive the execution of identified strategic initiatives. While instituting a culture focusing on the following disciplines. 1) How to focus on the wildly important, 2) How to identify and act on the lead measures and behaviors, 3) How to implement and align work around a compelling scoreboard, 4) How to create a system and cadence of accountability from the front line to the executive offices.
Course Affiliation:	Manager and Supervisory Training
Duration:	20 days total across all departments
Max Class Size:	Up to all employees in the operation
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527310&componentTypeID=NFED&revisionDate=1305284160000

Course Details	Descriptions			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions innovation	5
		Results driven	Fosters risk taking/drives execution	5
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: **The 5 Choices: Achieving Extraordinary Results in Work and Life**

Table 3-54. Displays The 5 Choices: Achieving Extraordinary Results in Work and Life Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1527312
Course Format:	Live in Person
Course Description:	Today's world makes it possible to achieve results that are truly extraordinary…or it can sink you faster than ever. The key is in the choices you make. This time and life management workshop will help you make the right choices as you plan your day, week and life. You will align your daily and weekly tasks with the most important goals. You will move from being buried alive to extraordinary productivity! The CEU credits for this course are 1.4.
Target Audience:	Executives, Managers, Supervisors, Associates
Objectives:	Participants will learn to 1-Act on the Important, 2-Go for the Extraordinary, 3-Schedule the Big Rocks, 4-Rule your Technology, and 5-Fuel the Fire.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 Days
Max Class Size:	30
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1527312&componentTypeID=NFED&revisionDate=1305285240000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Promotes leadership	4
			Builds high-performing teams	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: The 7 Habits of Highly Effective People for Managers

Table 3-55. Displays The 7 Habits of Highly Effective People for Managers Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322047			
Course Format:	Live in Person			
Course Description:	This powerful FranklinCovey two-day workshop uses the same transforming principles that have led the world's foremost business leaders to the professional and personal success needed to manage in the ever changing VA environment and climate. The CEU credits for this course are 1.4.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	• Focus on critical priorities. Learn to correctly judge the goals your efforts should be focused on and to use daily and weekly planning to maintain that focus • Define the contribution you want to make. Have a specific image of what you want to accomplish as a manager and a clear vision of how to do so • Communicate effectively. Communicate so effectively with others that you not only accomplish more, but also raise the levels of trust and fulfillment within your team			
Course Affiliation:	Manager and Supervisory Training			
Duration:	16 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1322047&componentTypeID=NFED&revisionDate=1278505680000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Demonstrates political savvy	4
		Global perspective	Ensures strategic alignment	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: The 7 Habits of Highly Effective People Signature Course

Table 3-56. Displays The 7 Habits of Highly Effective People Signature Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318028			
Course Format:	Live in Person			
Course Description:	In FranklinCovey's The 7 Habits of Highly Effective People Signature Program, participants learn how to: take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration, and apply principles for achieving a balanced life. The CEU credits for this course are 1.4.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	At the end of this class, participants will be able to recognize how to meet others' needs, increase their accountability and innovation, communicate in ways that lead to fair and positive outcomes, and realize their full potential in any role.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 days			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318028&componentTypeID=NFED&revisionDate=1276037040000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Effectively manages conflict	4
		Leading change	Champions innovation	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Veterans First: Advocating for Your Customer

Table 3-57. Displays Veterans First: Advocating for Your Customer Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126012
Course Format:	Live in person
Course Description:	VA is entrusted with caring for America's Veterans and their families. Becoming advocates for Veteran issues and promoting VA initiatives requires keen attention to how words and actions represent VA as a whole and support or hinder VA's mission. This interactive, hands-on course uses VA-specific scenarios to introduce participants to strategic customer service. Participants learn how to take ownership of customer needs, set SMART (Specific, Measurable, Attainable, Relevant, Timely) goals and measure customer service quality through benchmarking and performance measures. Applying critical thinking skills and collaborative problem-solving techniques, participants apply the Customer Advocacy Process (CAP) and the Engage, Act and Resolve (EAR) model. Topics also include identifying potential opportunities for communicating VA's mission through community outreach. This course is part of the Veteran and Customer Focus Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Demonstrate an effective Customer Advocacy Process • Explain how to use a Customer Advocacy Process to effectively and efficiently address and resolve customer service issues • Discuss the benefits of identifying clear goals when handling a customer service request • Describe the process and benefits of planning, executing and monitoring the Customer Advocate Process • Explain techniques to ensure complaint resolution, customer satisfaction, and successful close of any customer service request
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126012&componentTypeID=NFED&re

Course Details	Descriptions			
	visionDate=1329417360000			
Competency Addressed	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Veteran and customer focus	Advocates for Veterans	3
			Meets customers' needs	3

Course Title: Veterans First: Building Customer Service Opportunities

Table 3-58. Displays Veterans First: Building Customer Service Opportunities Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126013			
Course Format:	Live in person			
Course Description:	As VA employees advance, they have more ability to create opportunities and strategies to enhance interdepartmental collaboration to meet VA customers' complex needs. In this highly interactive course, participants examine their roles as customer service providers, team members, coaches and mentors, while honing teachable techniques that serve and sustain relationships with even the most challenging customers. Using VA-specific scenarios, participants practice using the ARC management technique for dealing with difficult customers and the SBI/Give-Get-Merge approach to giving feedback. Participants also have an opportunity to offer strategies for increasing internal collaboration to better serve Veterans and their families. This course is part of the Veteran and Customer Focus Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	16 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126013&componentTypeID=NFED&revisionDate=1329417480000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Veteran and customer focus	Advocates for Veterans	4
			Meets customers' needs	4

Course Title: **Veterans First: Communicating Positive Customer Service**

Table 3-59. Displays Veterans First: Communicating Positive Customer Service Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126011
Course Format:	Live in person
Course Description:	At VA, serving Veterans is not a simple task. It involves an integrated network of dedicated professionals working together to reach shared goals. Therefore, building positive relationships with diverse internal and external customers is an essential component of achieving VA's mission. This course uses VA-specific scenarios, critical thinking skills and collaborative problem-solving techniques to introduce participants to methods for instilling continuous process improvement throughout their team and organization. Recognizing opportunities for improvement, finding innovative solutions and proactively seeking ways to increase the quality of service to Veterans and customers are the central themes of the course. This course is part of the Veteran and Customer Focus Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Describe the benefits of using teams to solve problems and improve processes • Identify effective team-building strategies to create an internal customer service network • Describe how to leverage teams to provide better customer service • Demonstrate techniques to overcome barriers to team development • Apply best practices for the creation of internal networks for resolving customer service issues • Apply communications techniques that teams can use to resolve customer service issues • Examine conflict management techniques that teams can apply to resolving customer service issues
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=I

Course Details	Descriptions			
	TEM_DETAILS&componentID=3126011&componentTypeID=NFED&revisionDate=1329417120000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Veteran and customer focus	Advocates for Veterans	2
			Meets customers' needs	2

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Course Title: Veterans First: Understanding Customer Service

Table 3-60. Displays Veterans First: Understanding Customer Service Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126010
Course Format:	Live in person
Course Description:	Understanding the unique needs of Veterans and their families requires a sincere dedication to serving all customers professionally and with compassion. In this course, participants learn ways to build positive relationships with VA stakeholders — Veterans and their families, and internal and external customers — to ensure VA's mission and goals are clearly communicated and met. Through VA-specific scenarios and interactive activities, participants use problem-solving techniques to apply practical, professional solutions to customer service problems, counter stress and take a proactive role in promoting Veterans and customer service excellence. Topics also include email etiquette; communicating applicable policies, products and services to potential customers; working collaboratively with other Departments; and identifying and informing supervisors of potential problems that are unresolved or could affect customer relations. This course is part of the Veteran and Customer Focus Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Define customer service concepts • Recognize positive customer service and its benefits • Identify techniques to build positive relationships with various types of customers • Explain how to change difficult customer service situations into positive experiences • Explain etiquette used to communicate with customers electronically • Identify technologies that can be used to further customer alliances
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=I

Course Details	Descriptions			
	TEM_DETAILS&componentID=3126010&componentTypeID=NFED&revisionDate=1329416700000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	VA All Employee	Veteran and Customer Focus	Advocates for Veterans	2
			Meets customers' needs	2

Course Title: Working at the Speed of Trust

Table 3-61. Displays Working at the Speed of Trust Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322010			
Course Format:	Live in Person			
Course Description:	This popular FranklinCovey workshop for supervisors helps individuals identify and address "trust gaps" in their own personal credibility and in their relationships at work. Using examples based on their current work and focusing on real-world issues, participants discover how to communicate transparently with peers and managers, improve their track record of keeping commitments, focus on improving internal "customer service" with others who depend on their work, build team trust and much more strategies. The CEU credits for this course are .6.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	Participants will be able to develop plans to improve personal credibility and relationships, create a "pit crew" mentality on the team, and implement critical customer service.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1322010&componentTypeID=NFED&revisionDate=1278421740000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Promotes leadership	3

Course Title: Writing Advantage

Table 3-62. Displays Writing Advantage Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318029			
Course Format:	Live in Person			
Course Description:	This essential live FranklinCovey workshop helps individuals learn how to: 1) organize initial ideas around a clear purpose; 2) structure a prototype based on solid writing standards; 3) evolve their prototype into a draft document; 4) review and refine the draft against formal standards; 5) produce a final and collaborative edit of their draft. The CEU credits for this course are .6.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this investment.			
Objectives:	At the end of this class, participants will be able to analyze the audience for their writing, identify quality writing standards, and develop quality presentations.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	8 hours			
Max Class Size:	30			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1318029&componentTypeID=NFED&revisionDate=1276037760000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Inspires continual learning and development	4
		Business acumen	Material resource management	3
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Writing Journey: Building Writing Skills

Table 3-63. Displays Writing Journey: Building Writing Skills Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126007
Course Format:	Live in Person
Course Description:	The ability to write clearly and accurately is a critical skill at all levels of VA. Effective writing skills are developed through practice, attention to detail and a personal commitment to excellence. This course focuses on selecting the appropriate format for written communications; presenting information clearly and concisely; following Department style and formatting guidelines; preparing accurate, concise, well-organized summaries; and applying proofreading methods to ensure grammar, punctuation and spelling are consistently accurate. A computer lab or 20 laptops, with MS Word and a printer, are required for this course. This course is part of the Written Communication Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Describe the writing process • Use outlining and five different types of graphic organizers to plan documents • Develop draft(s) from your outlines and/or graphic organizers • Apply strategies for revising your writing • Demonstrate acceptable email protocol • Edit and proofread to ensure documents are complete and professional
Course Affiliation:	Career and Technical Training
Duration:	8 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126007&componentTypeID=NFED&revisionDate=1329416100000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Communication	Demonstrates effective written communication skills	2

Course Title: Writing Journey: Communicating Complex Issues Clearly

Table 3-64. Displays Writing Journey: Communicating Complex Issues Clearly Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126009			
Course Format:	Live in Person			
Course Description:	The ability to tailor written communications to the intended audience, clearly convey complex information and pay attention to detail is a key skill. Skilled writers also understand that the editing process is a critical part of creating effective written communications. Using VA-specific scenarios, this course provides participants an opportunity to expand and improve their writing skills, apply critical thinking to the writing process, and employ editing and revision techniques to improve the final written product. This course is part of the Written Communication Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	• Recognize faulty logic in the workplace documents you read and write • Construct persuasive arguments to deliver workplace results • Employ techniques for thoughtful document review • Analyze thought processes to evaluate their logical validity • Learn what makes a good thinker and how to produce thoughtful written products • Use a planning and development process to write effective documents			
Course Affiliation:	Career and Technical Training			
Duration:	24 hours			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126009&componentTypeID=NFED&revisionDate=1329416460000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Communication	Demonstrates effective written communication skills	3

Course Title: Writing Journey: Formal Writing Using Plain Language – Course Overview

Table 3-65. Displays Writing Journey: Formal Writing Using Plain Language – Course Overview Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3124201
Course Format:	Blended
Course Description:	Plain language is an essential tool for communicating effectively with the target audience. Through VA-specific scenarios, this course takes participants to the next level in their writing journey by providing interactive, hands-on application of techniques for writing complex documents using plain language and VA guidelines. Topics include addressing data calls, drafting memorandums, writing issue briefs, responding to Congressional inquiries, evaluating data and summarizing findings, writing for results, writing strategic plans, writing grants, writing business cases and writing position papers.

The course description continues:

Each topic is offered as a separate module, providing participants with the ability to select the course that meets their organization's needs. The Plain Language Web-based training (WBT) module, available via the VA Talent Management System (TMS), is considered a prerequisite to the other modules and should be completed first.

The other modules (listed below) are all instructor-led training (ILT) and can be taken in any order or combination based on the specific organization's needs. Select the appropriate package of modules from the information below. Packages vary in length from two days to five days.

Module Descriptions:

0. **Prerequisite: Plain Language (WBT)**
   This e-learning module sets the stage for the rest of the Formal Writing Using Plain Language course by providing a comprehensive introduction to plain language. It addresses the Plain Writing Act of 2010, the goals of plain language and techniques for creating reader-focused writing that clearly conveys the intended message. This Web-based training (WBT) module, available via the VA Talent Management System (TMS), is considered a **prerequisite** to the other modules in the Formal Writing Using Plain Language course and should be completed first. **Duration:** 2 hours.

1. **Addressing Data Calls**
   Emphasizing accuracy, diplomacy and professionalism, this module offers participants hands-on writing strategies to address data calls, use job aids to select the appropriate format for the response and

Course Details	Descriptions
	identify Freedom of Information Act (FOIA) requests. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours. 2. **Drafting Memorandums** Communicating effectively to internal audiences is the central theme of this module. Participants practice hands-on writing strategies to draft clear and concise memorandums that successfully convey complex information, establish policy guidance or request action on the part of the reader. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours. 3. **Writing Issue Briefs** The issue brief is a widely used document in government and industry that provides a succinct and factual summary of what is known about a particular issue, situation or event. Writing issue briefs takes a practical approach to learning how these documents are written at VA. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours. 4. **Responding to Congressional Inquiries** Reinforcing the goal of reader-focused writing, this module offers participants hands-on writing strategies for tailoring written communications for positive impact and delivering clear, concise and diplomatic responses to Congressional inquiries following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours. 5. **Evaluating Data and Summarizing Findings** Focusing on effectively presenting data for greatest impact, this module introduces participants to the Introduction, Methods, Results, and Discussion (IMRAD) format; addresses the differences between quantitative and qualitative data; and provides hands-on writing strategies for accurately presenting and summarizing findings for all audiences following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours. 6. **Writing for Results** Tying together the procurement process and VA's mission to care for Veterans, this module offers participants hands-on writing strategies for delivering clear, succinct and effective procurement responses —

Course Details	Descriptions
	including requests for proposals (RFPs), statements of work (SOWs), performance work statements (PWSs) and proposals for initiatives following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours.

7. **Writing Strategic Plans**

    Ensuring an organization remains relevant and responsive to the needs of its community is the principal theme of this module. Participants review the definition, purpose and major components of a strategic plan and practice writing strategies for delivering clear, concise and effective vision statements, mission statements, values, overall goals and SMART (Specific, Measurable, Attainable, Relevant, Timely) objectives following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours.

8. **Writing Grants**

    Centered on meeting Veterans' needs through innovation and initiative, this module presents participants with approaches for identifying and targeting potential award and funding opportunities for proposed or ongoing projects and initiatives. It also provides hands-on strategies for writing clear, succinct and compelling grant responses following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours.

9. **Writing Business Cases**

    Presenting clear and compelling justifications for proposals is the focus of this module. Participants practice strategies for writing concise and convincing business cases for decision makers following VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Writing Journey: Formal Writing Using Plain Language course. **Duration:** 4 hours.

10. **Writing Position Papers**

    Generating awareness or support for an issue is the central theme of this module. Participants practice strategies for effectively summarizing an issue, presenting supporting facts, and proposing solutions with the goal of delivering clear, concise and compelling position papers that adhere to VA standards and Federal Plain Language Guidelines. This module can be offered as part of the Formal Writing Using Plain Language course. **Duration:** 4 hours.

Course Details	Descriptions
	Packages: • Writing Journey: Formal Writing Using Plain Language – 2-day package • Writing Journey: Formal Writing Using Plain Language – 3-day package • Writing Journey: Formal Writing Using Plain Language – 4-day package • Writing Journey: Formal Writing Using Plain Language – 5-day package A computer lab or 15 laptops, with MS Word and a printer, are required for this course. For additional information on each module, please contact Melinda Griffin, Melinda.Griffin2@va.gov. This course is part of the Written Communication Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.
Course Affiliation:	Career and Technical Training
Duration:	Packages vary in length from two days to five days.
Max Class Size:	15
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3124201&componentTypeID=NFED&revisionDate=1329499800000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Communications	Demonstrates effective written communication skills	4

Course Title: Writing Journey: Writing and Editing for Accuracy

Table 3-66. Displays Writing Journey: Writing and Editing for Accuracy Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3126008
Course Format:	Live in Person
Course Description:	As individuals build their writing skills, they work to ensure word choice and tone are accurate and effective for their intended audience and purpose. This course provides a brief refresher on the mechanics of writing while spending the majority of time practicing the construction of messages and increasing the quality of writing through self and peer editing. Using tools, checklists and in-class writing assignments, participants practice applying writing techniques to their particular writing situations, and practice editing documents they and others have drafted. This course is part of the Written Communication Learning Program.
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.
Objectives:	• Create a unique written presence • Design scalability in your writing to meet readers' needs • Write simple, to-the-point emails and memos • Take meaningful meeting notes and create a powerful meeting summary • Write convincing issue papers that lead to action • Improve your final documents by getting feedback from others
Course Affiliation:	Career and Technical Training
Duration:	16 hours
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126008&componentTypeID=NFED&revisionDate=1329416280000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	All employee	Communications	Demonstrates effective written communication skills	3

3.2 Live Webinars

Course Title: 4 Imperatives of Great Leaders

Table 3-67. Displays 4 Imperatives of Great Leaders Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318052
Course Format:	Live Webinar
Course Description:	Organizations that want to retain their best must have leaders who understand the radically new paradigm from which the knowledge worker operates. This FranklinCovey LiveClicks webinar workshop teaches that foundation for leaders to think, act, and lead from this new paradigm. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to assess your leadership skills and create an action plan. You will also have the tools and skills to help you lead, support, and inspire a talented, valuable workforce.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318052&revisionDate=1276098840000&revisionNumber=1&title

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Promotes leadership	4
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: **7 Habits Jumpstart 1-3**

Table 3-68. Displays 7 Habits Jumpstart 1-3 Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318048			
Course Format:	Live Webinar			
Course Description:	In this first LiveClicks webinar in a series of two by FranklinCovey, learn to take initiative, manage change, and define your mission, vision, and values. Effective time management skills are also emphasized, including effective planning and prioritization skills, balancing key priorities, and using planning tools effectively. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of this class, you will be able to examine outcomes before acting, focus on top priorities, and reduce or eliminate unimportant activities.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318048&revisionDate=1276098000000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Global perspective	Ensures strategic alignment	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: 7 Habits Jumpstart Habits 4-7

Table 3-69. Displays 7 Habits Jumpstart Habits 4-7 Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318050			
Course Format:	Live Webinar			
Course Description:	In this second FranklinCovey LiveClicks webinar in the series of two, you will learn how to build high-trust, productive relationships and effective teams by applying effective interpersonal communication techniques. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of the class, you will be able to collaborate and problem solve, as well as to Sharpen the Saw, achieve life balance, and learn continuously.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318050&revisionDate=1276098420000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Building Agreement Out of Conflict

Table 3-70. Displays Building Agreement Out of Conflict Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341046
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	Conflict and disagreement can be a huge barrier to getting things done. People have different views, and regardless of which view is right, if people dig their heels in, you can end up at stalemate. Don't let conflict stress you – it can be a positive. This webinar looks at ways in which you can positively manage conflict and helps you weigh all the options rationally to come up with the approach that delivers the best outcome. Participants will delve into common reasons for workplace conflict, learn five conflict handling modes, and prepare to handle real-life conflict by practicing on several scenarios.
Target Audience:	Employees at all levels
Objectives:	• Recognize common sources of workplace conflict • Identify your conflict management styles • Recognize others' conflict management styles • Choose appropriate responses to conflict dilemmas • Apply conflict management techniques to a current conflict at work • Use conflict management skills to maintain momentum during organizational change
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341046&componentTypeID=NFED&revisionDate=1287495300000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Effectively manages conflict	3
	All employee	Critical thinking	Demonstrates creative problem solving skills	3

Course Title: Business Writing Skills

Table 3-71. Displays Business Writing Skills Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318034			
Course Format:	Live Webinar			
Course Description:	Set writing standards that help you and your team increase productivity, resolve issues, avoid errors, and heighten credibility. This FranklinCovey LiveClicks webinar workshop demonstrates a proven writing process that will help you cut through the clutter. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	By the end of this class, you'll know how to write faster with more clarity, and gain skills for revising and fine-tuning every kind of document.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318034&revisionDate=1276039860000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	4
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Clarifying Your Team's Purpose and Strategy

Table 3-72. Displays Clarifying Your Team's Purpose and Strategy Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318051			
Course Format:	Live Webinar			
Course Description:	Clarity at every level is critical to an organization's success. In this FranklinCovey LiveClicks webinar, you will gain a clear understanding of your own purpose and how your job fits into your organizations and department strategy and mission. You will also learn how to create a crystal-clear strategy for achieving team goals as they relate to the organization's mission and financial success. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of this class you will be able to create a compelling purpose for your team by defining: the job you are hired to do, how your work links to the VA's strategy, and how you impact the VA's resource/financial model.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318051&revisionDate=1276098540000&revisionNumber=1&title			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Results driven	Fosters risk taking/drives execution	5
			Fosters accountability to Veterans	5
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Customer Focus

Table 3-73. Displays Customer Focus Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3380972			
Course Format:	Live Webinar			
Course Description:	Every service organization is experiencing increasing challenges related to maintaining high levels of client-focused service. This course is designed to equip managers and supervisors with the skills necessary to create, manage and maintain a productive, customer-focused climate. It addresses the requirement to build effective teams that focus on client needs while at the same time managing the operating requirements of the organization. A particular focus is on issues of organizational change and using client insight to drive organizational improvement strategies. Participants must have access to an individual computer and telephone.			
Target Audience:	Managers, Supervisors, Staff			
Objectives:	• Identify customer needs and standards required to create a customer-centered approach to service delivery • Apply the steps of the customer-centered service approach • Create a positive climate to enable employees to deliver customer-centered service • Facilitate on-the-job reinforcement sessions with employees			
Course Affiliation:	Transformational Leadership			
Duration:	3.5 hours			
Max Class Size:	15			
Registration Link:	TBD			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Global perspective	Enhances outcomes for Veterans	2

Course Title: Dilemma Management

Table 3-74. Displays Dilemma Management Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3181987			
Course Format:	Live Webinar			
Course Description:	Dilemmas are often sets of goals, priorities, or requirements that are at some level in conflict with each other. The trade-off of product or service cost and quality are often used as an example. During this course, learners will explore key dilemma concepts, learn and apply dilemma analysis tools, and understand how best to manage dilemmas.			
Target Audience:	Managers and Supervisors			
Objectives:	• Differentiate a problem from a dilemma • Use the Dilemma Management Tool to identify and analyze dilemmas • Develop strategies for managing dilemmas • Apply these to an existing dilemma you face			
Course Affiliation:	Transformational Leadership			
Duration:	3.5 hours			
Max Class Size:	15			
Registration Link:	TBD			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Effectively manages conflict	3

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Course Title: Leading Virtual Teams

Table 3-75. Displays Leading Virtual Teams Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1371067			
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.			
Course Description:	Remote or virtual teams are no longer the exception. Increasingly, organizations are using teams that are physically or geographically dispersed or who work at different times of day: it is simply the way that business is being done. This course specifically addresses the challenges of working with remote or virtual teams, such as teams working across multiple organizations as well as multiple levels of expertise and responsibility. It directly addresses some of the special challenges of virtual teams including communication, engagement, motivation, and managing performance.			
Target Audience:	Managers and Supervisors			
Objectives:	• Identify the characteristics of a virtual team, including the challenges and opportunities of leading virtual teams • Define three key strategies for leading effective virtual teams • Identify what virtual team members need and expect from virtual team leaders • Apply key techniques to build trust with and among team members • Identify technologies for working on a virtual team and how to apply them effectively • Apply virtual team leadership techniques in times of organizational change			
Course Affiliation:	Transformational Leadership			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371067&componentTypeID=NFED&revisionDate=1298985120000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Interpersonal effectiveness	Demonstrates empathy	3
			Fosters diversity and inclusion	3
			Contributes to high-performing teams	2

Course Title: Meetings That Move Things Forward

Table 3-76. Displays Meetings That Move Things Forward Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341047			
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.			
Course Description:	During this interactive webinar participants will examine the principles of a good agenda, use tips for getting their message across and engage in active skills practice.			
Target Audience:	Employees at all levels			
Objectives:	• Determine whether or not a meeting is necessary • Create a results-focused meeting outcome statement • Develop an agenda for an effective meeting • Use positive meeting behaviors to keep the meeting on track • Deal with difficult participant behavior productively • Support organizational change initiatives by effectively leading or participating in meetings			
Course Affiliation:	Transformational Leadership			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341047&componentTypeID=NFED&revisionDate=1287495720000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Effectively manages conflict	3

Course Title: Organizational Trust

Table 3-77. Displays Organizational Trust Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318057			
Course Format:	Live Webinar			
Course Description:	Enable your team to succeed. This FranklinCovey LiveClicks webinar workshop helps individual contributors and leaders learn how to leverage trust within their work teams and organizations as well as how to align internal systems and process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	Upon completing this class, you will know how to make trust-building an explicit goal with measurable results.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318057&revisionDate=1276100220000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Builds high-performing teams	4
		Global perspective	Enhances outcomes for Veterans	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Project Management Fundamentals

Table 3-78. Displays Project Management Fundamentals Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318033
Course Format:	Live Webinar
Course Description:	This LiveClicks webinar workshop by FranklinCovey helps participants use proven methods for keeping projects on schedule and on budget, increase buy-in to avoid unnecessary delays and rework, recognize and avoid potential "hot spots," and use tools for increasing collaboration, communication, and accountability. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, participants will know strategies to decrease project costs, hit project deadlines, strengthen cooperation and buy-in from team members and stakeholders, and improve early recognition of potential problems and issues.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318033&revisionDate=1276039560000&revisionNumber=1&title

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Inspires continual learning and development	4
		Leading change	Champions innovation	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Relationship Trust

Table 3-79. Displays Relationship Trust Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318056
Course Format:	Live Webinar
Course Description:	Build trust within your team and improve your results. In FranklinCovey's Relationship Trust: Building Strong Teams and Relationships at Work LiveClicks webinar workshop you will learn to resolve conflicts, empower others, improve business relationships, and achieve business results through increased trust. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to identify relationships that could benefit from increased trust, use the 13 Behaviors of High Trust to build strong relationships, and create a Trust Action Plan.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318056&revisionDate=1276099860000&revisionNumber=1&title

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Inspires continual learning and development	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: Release the Pressure

Table 3-80. Displays Release the Pressure Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1322012			
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.			
Course Description:	Periods of rapid change in organizations can be a great source of stress. Managing stress in ways that maintain focus and momentum is a key to finding opportunities for productive contributions during times of change. This 2-hour webinar offers quick and useable tools to help individuals identify their own personal sources of stress and develop a successful strategy for handling pressure.			
Target Audience:	Employees at all levels			
Objectives:	• Describe the dynamics of stress • Appreciate how change impacts stress levels • Identify stressors in your life • Recognize signs of stress • Call on new techniques to manage stress			
Course Affiliation:	Transformational Leadership			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322012&componentTypeID=NFED&revisionDate=1278422820000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading people	Inspires continual learning and development	2

Course Title: Scorecard for Change

Table 3-81. Displays Scorecard for Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3370967			
Course Format:	Live Webinar			
Course Description:	It is no longer sufficient to manage an organization by a narrowly defined set of financial or budgetary metrics. Particularly in times of rapid change, managers must learn to measure performance from multiple points of view to ensure that an organization can grow and adapt to new demands. This course introduces the essential tools of the Balanced Scorecard to help managers translate strategy into operational terms, make strategy a continual process, and mobilize change through effective leadership. Participants must have access to an individual telephone and computer.			
Target Audience:	Managers and Supervisors			
Objectives:	• Describe the importance of using a scorecard to measure the impact of performance • Describe the management process to integrate measurement in order to sustain change • Identify ways to measure your team's work using scorecard metrics • Engage team members in scorecard discussions • Create an action plan for building change-oriented measures into your management activities			
Course Affiliation:	Transformational Leadership			
Duration:	3.5 hours			
Max Class Size:	15			
Registration Link:	TBD			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	3
			Communicates vision and drives change	3

Course Title: Self Trust for Leaders

Table 3-82. Displays Self Trust for Leaders Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318055
Course Format:	Live Webinar
Course Description:	This powerful FranklinCovey webinar teaches the 4 Cores of Credibility. Participants learn how to use the 4 Cores to identify areas to improve trustworthiness and improve personal credibility. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	You will come away from this webinar able to use the Trust Action Plan tool to increase your personal credibility with your team members.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318055&revisionDate=1276099740000&revisionNumber=1&title

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Global perspective	Enhances outcomes for Veterans	4
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: Shortcut to Creativity

Table 3-83. Displays Shortcut to Creativity Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1322013
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	Change in an organization provides many opportunities to think creatively and do things in new ways – but individuals often don't know how to take full advantage of these opportunities. This webinar provides some quick and effective techniques to use creative thinking skills to make the most of new opportunities that arise during times of rapid change.
Target Audience:	Employees at all levels
Objectives:	• Use tools, tips and techniques that will help you to clarify issues, identify options and find creative solutions • Make more effective use of creative thinking skills • Identify organizational challenges that can be addressed through creative and innovative approaches • Become a creator of change instead of a responder
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1322013&componentTypeID=NFED&revisionDate=1278423180000

Competency Addressed	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	3

Course Title: Speed of Trust Foundation

Table 3-84. Displays Speed of Trust Foundation Course Details

Course Details	Descriptions			
TMS Item Number:	NFED1318054			
Course Format:	Live Webinar			
Course Description:	As a leader learn why building a high-trust work environment must be as essential as any other measurable economic goal of the organization. You'll leave with a renewed commitment to become more credible and to extend trust to others. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	You'll also discover how to start improving a key relationship by creating a Relationship Trust Action Plan (TAP), create symbols of trust within your organization and start working on your Organizational TAP.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318054&revisionDate=1276099500000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	3
		Results driven	Fosters accountability to Veterans	3
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: Talking Powerfully About Change

Table 3-85. Displays Talking Powerfully About Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3181981			
Course Format:	Live Webinar			
Course Description:	To build and maintain momentum, change initiatives need to rely on recognizable wins across the organization, and those wins need to become the lore of the organization and the models for future wins. This webinar focuses on the development of short, powerful messages that capture the imagination through stories, metaphors and examples. Focus will be on participants analyzing messages that make a difference and applying that new knowledge to creating compelling messages about their own change experiences.			
Target Audience:	Executives, Managers and Supervisors			
Objectives:	- Identify and analyze messages that make a difference - Refine storytelling techniques as a way to convey change successes - Apply the use of metaphor (verbal, visual, and physical) to communicate with power - Evaluate messages that can become models - Create powerful messages about your own success with change			
Course Affiliation:	Transformational Leadership			
Duration:	4 hours			
Max Class Size:	50			
Registration Link:	TBD			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions Innovation	3
			Communicates vision and drives change	3

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Course Title: The Diversity Advantage

Table 3-86. Displays The Diversity Advantage Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318058			
Course Format:	Live Webinar			
Course Description:	Create a workplace that views each employee as unique and able to make an irreplaceable contribution. This LiveClicks webinar workshop by FranklinCovey will demonstrate how to increase understanding and gain deeper trust, communicate more productively, achieve higher levels of collaboration, and increase creativity and innovation. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of this class, you will be able to identify the advantages that come from diversity, and identify specific team members you need to work with on different diversity issues.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318058&revisionDate=1276100580000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Effectively manages conflict	4
			Demonstrates political savvy	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: Time Management for Blackberry

Table 3-87. Displays Time Management for Blackberry Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318031			
Course Format:	Live Webinar			
Course Description:	This LiveClicks webinar workshop by FranklinCovey uses your Blackberry smartphone to help you develop a reliable planning system, prioritize competing demands, recognize and eliminate distractions, and master a proven goal-setting process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of this class, you will know how to properly use shortcut keys, your home screen, the Agenda Calendar View, the Task List, and search. You will also be able to distinguish between urgent and important tasks, better manage profiles, and change the Dial from Home Screen.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318031&revisionDate=1276038960000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Demonstrates political savvy	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Time Management for Microsoft Outlook

Table 3-88. Displays Time Management for Microsoft Outlook Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1318030
Course Format:	Live Webinar
Course Description:	Learn how to stop living in your inbox and achieve more by prioritizing tasks, messages, and appointments. This LiveClicks webinar workshop by FranklinCovey helps you develop a reliable planning system, prioritize competing demands, recognize and eliminate distractions, and master a proven goal-setting process. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.
Objectives:	At the end of this class, you will be able to manage email more effectively using, colors, categories, and the rules wizard to your advantage. You will also be able to archive, use the search function, and set up a Master Task list.
Course Affiliation:	Manager and Supervisory Training
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318030&revisionDate=1276038600000&revisionNumber=1&title

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Global perspective	Enhances outcomes for Veterans	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: Time Management Fundamentals

Table 3-89. Displays Time Management Fundamentals Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318032			
Course Format:	Live Webinar			
Course Description:	Learn powerful principles from FranklinCovey, the leader in productivity, that help you identify and clarify your values, set goals, and plan regularly in order to accomplish what matters most. What's more, you gain an enduring, values-based foundation for everything you do. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Supervisors and Managers. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	At the end of this class, you will be able to distinguish between urgent and important tasks, identify key roles, determine priorities, and complete both a Weekly Compass and a Planning System Builder.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318032&revisionDate=1276039380000&revisionNumber=1&title			
Competency Addressed	Model	Category	Competency	Proficiency Level
	Leadership	Results driven	Fosters accountability to Veterans	3
		Business acumen	Employs technology effectively	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

Course Title: **Theories and Practices of Change Management: A Virtual Course**

Table 3-88. Displays Theories and Practices of Change Management: A Virtual Course Details

Course Details	Descriptions
TMS Item Number:	NFED 3484966
Course Format:	Blended
Course Description:	This course will prepare you to lead change initiatives within a variety of organizational settings by focusing on techniques that build ownership and in learning the steps to define, prepare, implement, and anchor change. In addition, this course is designed to foster the development of skills necessary for leading teams through a successful transition process. This course will consist of 5 hours of online and independent learning, 2 hours of virtual instructor-led classroom sessions, and 2 hours of project work.
Target Audience:	All Non-Supervisory personnel
Objectives:	• Identify the need for change management • Explain John Kotter's *Leading Change* model and VA's *Four Dimensional Change* model • Understand how to conduct a stakeholder analysis and how to use that data in implementing change • Describe how to create a basic communications plan, learning plan, and basic change management plan • Describe change management's critical success factors
Course Affiliation:	Transformational Leadership
Duration:	9 hours
Max Class Size:	25
Registration Link:	TBD

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	1

Course Title: Unleashing Your Team's Talent

Table 3-89. Displays Unleashing Your Team's Talent Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1318053			
Course Format:	Live Webinar			
Course Description:	To unleash this new generation's talent and get results, leaders must have a new mind-set, skill-set, and tool-set. This is hosted live by a world-class expert in this topic to allow participants to listen, question, and learn lasting principles. The CEU credits for this course are .2.			
Target Audience:	Managers and Supervisors. Employees at all levels are welcome to participate and reap the benefits of this webinar training.			
Objectives:	Leaders that participate in this FranklinCovey LiveClicks webinar workshop will be able to gain consistent achievement of goals through proven processes and will learn how to identify team members with whom they need to have Leadership Conversations.			
Course Affiliation:	Manager and Supervisory Training			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/training/editComponentSummary.do?componentTypeID=NFED&componentID=1318053&revisionDate=1276099260000&revisionNumber=1&title			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Inspires continual learning and development	5
		Business acumen	Human capital management principles	4
	For a complete list of competencies this course addresses, please see the Competency Matrix Table of Contents.			

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Course Title: When to Say No – Focusing for Success

Table 3-90. Displays When to Say No – Focusing for Success Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341049
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.
Course Description:	During this webinar, participants will identify their fears using an online game, investigate their options using the 4D approach, discover the formula to be a HERO and conduct a skills practice session.
Target Audience:	Employees at all levels
Objectives:	• Ask questions to help you clarify a work request • Assess work requests against your goals and priorities • Suggest options that are consistent with your goals and priorities • When appropriate, decline requests in a manner that maintains trust and preserves the relationship • Use the HERO model to assist in creating appropriate responses • Apply the techniques to help you contribute positively to organizational change
Course Affiliation:	Transformational Leadership
Duration:	2 hours
Max Class Size:	50
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341049&componentTypeID=NFED&revisionDate=1287496320000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Building coalitions	Builds/maintains partnerships	1
		Leading change	Communicates vision and drives change	4
	All employee	Critical thinking	Demonstrates good judgment	2

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Course Title: **Winning People Over**

Table 3-91. Displays Winning People Over Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341053			
Course Format:	Live Webinar In order to receive credit for this webinar, each participant is required to have one-on-one access to a computer and telephone.			
Course Description:	During this webinar, participants will look at a range of psychological "rules" for persuasion developed by our insightful "Professor." They will take part in a range of practical activities to examine and practice using these tools.			
Target Audience:	Employees at all levels			
Objectives:	• Identify common techniques you currently use to influence others • Recognize the difference between influence and manipulation • Apply new techniques to successfully influence others • Use influence skills to gain support for organizational change			
Course Affiliation:	Transformational Leadership			
Duration:	2 hours			
Max Class Size:	50			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341053&componentTypeID=NFED&revisionDate=1287496740000			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	2
		Global perspective	Ensures strategic alignment	3

4 Change Academy

Course Title: **Change Academy**

Table 4–1. Displays Change Academy Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1476318
Course Format:	Live in Person
Course Description:	Want to bring transformational leadership to your facility, region or network? We customize a Change Academy to address specific interests, problem solving or strategic initiatives for any leadership teams. Once interest is indicated, a request form will be provided to capture initial requirements and facilitate VALU approval. The recommended time commitment ranges from 3 to 5 days; however, we can work with you to meet your objectives. This interactive academy is structured to create new ways of thinking through the following underlying approach and objectives: • Interactive experiences that viscerally create new understanding • Opportunities to stretch thinking and build new relationships both with peers and senior officials that lead to continuous improvement
Target Audience:	Organizational Leadership and Staff
Objectives:	• Question assumptions and explore new and different options • Drive innovative thinking • Clarify goals and action plans and build momentum • Commit to personal change as well as possesses the capability to facilitate change in other individuals and teams
Course Affiliation:	Transformational Leadership
Duration:	Varies
Max Class Size:	Varies
Registration Link:	VALU.Training@va.gov

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	4

5 Change Certificate Programs

Course Title: **Recognizing and Contributing to Change Initiatives: Personal Focus**

Table 5–1. Displays Recognizing and Contributing to Change Initiatives: Personal Focus Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341042
Course Format:	Live In Person
Course Description:	The Personal Focus Certificate program provides skill development in understanding and adapting to change. The program prepares an individual to recognize and embrace change both in the workplace and in life. Various exercises, tools and strategies are introduced to provide a basic foundation for managing personal change. Once interest is indicated, a request form will be provided to capture initial requirements and facilitate VALU approval.
Target Audience:	Non-managers and non-supervisors; suitable for entry level personnel
Objectives:	• Identify the transitions you personally need to make to deal with change in your organization • Build your personal resilience in the face of a changing work environment • Use different thinking styles to identify creative opportunities • Encourage and support change initiatives that lead to successful change
Course Affiliation:	Transformational Leadership
Duration:	2 days
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341042&componentTypeID=NFED&revisionDate=1287493620000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading people	Inspires continual learning and development	3
		Leading change	Champions innovation	3
		Results driven	Fosters risk taking/drives execution	3
	All employee	Personal mastery	Demonstrates resilience, agility, and a sense of urgency	3

Course Title: Becoming a Leader of Change Initiatives: Advanced Personal Focus

Table 5–2. Displays Becoming a Leader of Change Initiatives: Advanced Personal Focus Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341043			
Course Format:	Live In Person			
Course Description:	The Advanced Personal Focus Certificate program provides skill development in understanding and adapting to change. The program prepares an individual to recognize and embrace change by identifying tools and techniques that assess risk and opportunity, build influence, and focus on success even while learning to say no and develop meetings that move things forward. This program provides a deeper understanding of change and its effect on people and organizations.			
Target Audience:	Supervisors; suitable for mid-career personnel			
Objectives:	• Assess the impact of changes on you and your team. Engage in change in a way that supports organizational processes • Identify the various types of change that occur in organizations • Construct an action plan clearly outlining the thinking process, conclusions, and recommendations			
Course Affiliation:	Transformational Leadership			
Duration:	4 days			
Max Class Size:	20			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341043&componentTypeID=NFED&revisionDate=1287494220000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Champions innovation	4

Course Title: **Leading Change Initiatives: Orchestrating as a Team Leader**

Table 5–3. Displays Leading Change Initiatives: Orchestrating as a Team Leader Course Details

Course Details	Descriptions
TMS Item Number:	NFED 1341045
Course Format:	Live In Person
Course Description:	The Orchestrating as a Team Leader Certificate program provides a systematic methodology that takes advantage of creative problem solving techniques to generate workable solutions to organizational challenges. The course guides you through a proven process that builds creative and innovative skills that can be directly applied to organizational improvement. In today's environment of rapid change, creativity and innovation are becoming the hallmarks of cutting edge organizations. This course teaches practical and proven tools that use creativity and innovation as a practical way to approach organizational challenges. This version focuses on approaches to team problem solving that can be implemented by any team working in an organizational environment. Once interest is indicated, a request form will be provided to capture initial requirements and facilitate VALU approval.
Target Audience:	Supervisors and Managers
Objectives:	• Adapt your existing leadership skills into a more empowered and creative approach to leadership • Develop your ability to think in visionary terms • Understand the issues and dilemmas facing organizations at a strategic level • Recognize the key principles of process management • Set objectives and manage performance in relation to the organization as a whole
Course Affiliation:	Transformational Leadership
Duration:	5 days
Max Class Size:	20
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341045&componentTypeID=NFED&revisionDate=1287494940000

Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	4

6 Web-Based Training

6.1 Web-Based Learning Program Courses

The following e-learning courses are available online at https://www.tms.va.gov at any time.

Course Title: Building and Retaining Customer Relationships

Table 6-1. Displays Building and Retaining Customer Relationships Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3372966			
Course Format:	Web-Based			
Course Description:	Participants will learn and apply techniques for analyzing internal and external customer experiences and developing approaches to enhancing the customer experience and relationship. This course builds on the material in the "Customer Focus" course, but there is no requirement that participants have already completed that course.			
Target Audience:	Managers and Supervisors			
Objectives:	• Explain why customers complain and manage the relationship • Compare positive and negative customer experiences and apply the learning to improve the process • Identify customer expectations and assess how closely they are currently being met • Share best practice and develop a practical action plan to implement with your teams			
Course Affiliation:	Transformational Leadership			
Duration:	45 minutes			
Max Class Size:	Unlimited			
Registration Link:	TBD			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Building coalitions	Builds and maintains partnerships	2

Course Title: Diversity: Fostering an Inclusive Culture

Table 6-2. Displays Diversity: Fostering an Inclusive Culture

Course Details	Descriptions			
TMS Item Number:	NFED 3126020			
Course Format:	Web-based			
Course Description:	Fostering an inclusive culture that draws on the unique differences of the workforce requires all members of an organization to value and embrace diversity. At VA, promoting diversity is essential to achieving VA's mission and vision. This online course outlines methods for seeking out diverse ideas and alternative points of view; ways to involve people with diverse backgrounds in the problem-solving process; and techniques to resolve conflict through open, transparent communication. Topics also include preventing workplace harassment, the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO). This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	4 hours			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126020&componentTypeID=NFED&revisionDate=1329420840000			
Competency Addressed	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Fosters diversity and inclusion	3

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Course Title: Diversity: Valuing Diversity in the Workplace

Table 6-3. Displays Diversity: Valuing Diversity in the Workplace

Course Details	Descriptions			
TMS Item Number:	NFED 3126019			
Course Format:	Web-based			
Course Description:	Today's workforce is increasingly diverse, and represents different cultures, backgrounds, experiences and ideas. Understanding and valuing how diversity strengthens VA as a whole is vital to supporting the Department's vision and mission. This online course introduces the concepts of diversity in the workplace and techniques to improve communication and build better working relationships in a cross-cultural environment. Participants learn how to respond in a culturally sensitive manner when working with peers and customers, recognize inappropriate behavior and find positive ways to address it, and convey respect and openness to new ideas and alternative points of view. This course is recommended to be paired with **Empathy: Communicating with Empathy** for a two-day session. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	4 hours			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126019&componentTypeID=NFED&revisionDate=1329420660000			
Competency Addressed	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Fosters diversity and inclusion	2

Course Title: Empathy: Sharpening Your Emotional Intelligence

Table 6-4. Displays Empathy: Sharpening Your Emotional Intelligence Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126017			
Course Format:	Web-based			
Course Description:	Emotions are a part of human nature and play an important role in creating meaningful working relationships, interacting appropriately with customers and supporting VA's mission. Being able to manage emotions in productive ways contributes to interpersonal effectiveness. This online course introduces participants to the concept of emotional intelligence and how it affects interpersonal relationships in the workplace. Participants learn techniques for building rapport; providing constructive feedback that focuses on the issues rather than the person; and responding to Veterans, customers, peers and supervisors in a sensitive manner. This course is part of the Interpersonal Effectiveness Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	4 hours			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126017&componentTypeID=NFED&revisionDate=1329420420000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Interpersonal effectiveness	Demonstrates empathy	3

Course Title: Military Cultural Awareness (MCA) e-Learning Course

Table 6-5. Military Cultural Awareness Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1341520			
Course Format:	Web-Based			
Course Description:	The military cultural awareness course provides a common foundation for all VA employees. This course offers an overview of common military culture and courtesies, roles and ranks within the military, differences between the branches of the armed services, some of the conflicts in which Veterans have served, and why this information is important in helping VA employees better serve the needs of Veterans and their families.			
Target Audience:	All VA employees			
Objectives:	- Understand the significance of veterans as it pertains to the mission of VA and being an advocate for veterans - Understand the various branches of the military and their core values and differences - Identify the common uniforms, uniform markings, and how these relate to military ranks and titles - Have an awareness of the experience that a service member goes through; why they serve, what motivates them, the training they receive, the impact of the military experience on family members, and adjusting to returning home - Have an awareness of the major military conflicts from WWII through the Global War on Terror - Have an awareness of the role that the military plays in times of national disaster - Understand customs and courtesies common throughout the branches of the military and how that impacts the way that VA works with veterans and service members			
Course Affiliation:	Transformational Leadership			
Duration:	1.5 hours			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1341520&componentTypeID=NFED&revisionDate=1288187700000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	Leadership	Leading change	Builds high-performing teams	3

Course Title: Resilience: Being Flexible and Resilient at Work

Table 6-6. Displays Resilience: Being Flexible and Resilient at Work Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3130066			
Course Format:	Web-based			
Course Description:	Flexibility and resilience are essential skills for managing the organizational change, pressing deadlines and shifting priorities that often challenge VA personnel. In this online course, participants learn techniques for dealing with challenging situations, including identifying alternative actions, adjusting priorities, bouncing back from setbacks and persisting under stress. Participants also discover how to use feedback to learn from past experience and how to perform at their best in difficult situations. This course is part of the Personal Mastery Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	1 hour			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3130066&componentTypeID=NFED&revisionDate=1330100160000			
Competency Addressed	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Personal mastery	Demonstrates resilience, agility, and a sense of urgency	2

Course Title: Self-Awareness: Bringing Out Your Personal Best

Table 6-7. Displays Self-Awareness: Bringing Out Your Personal Best Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 3126021			
Course Format:	Web-based			
Course Description:	Self-awareness is an essential first step toward maximizing personal performance. Using VA-specific examples, this online course teaches participants techniques for recognizing areas of improvement and taking advantage of opportunities for professional development and personal growth. Participants learn how to identify their personal values, experience and knowledge; exploit their strengths; and use constructive feedback to improve performance and advance their career. On completing this course, participants will be able to create a self-development strategy that brings out their personal best. This course is part of the Personal Mastery Learning Program.			
Target Audience:	Non-managers and non-supervisors, including those who aspire to become managers, supervisors or leaders and anyone looking to improve their knowledge and skills.			
Objectives:	This course is under development; objectives will align with the overall themes and content of this course.			
Course Affiliation:	Career and Technical Training			
Duration:	2 hours			
Max Class Size:	n/a			
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=3126021&componentTypeID=NFED&revisionDate=1329421020000			
Competency Addressed:	**Model**	**Category**	**Competency**	**Proficiency Level**
	All employee	Personal mastery	Exhibits self-awareness and commitment to self-development	2

6.2 Supplemental Web-Based Options

The following e-learning courses are available online at https://www.tms.va.gov at any time.

Course Title: Advanced Data Management in Excel 2007

Table 6-5. Displays Advanced Data Management in Excel Course Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 854916
Course Format:	Web-based
Course Description:	Excel 2007 provides multiple features for organizing and managing data, so you can ensure data is entered correctly and that calculations and formulas are valid. Data organization features enable you to sort, filter, and group and outline data so that you can focus on the key parts of your data. Validation features ensure that data is correct, that it is entered in the proper format, and that formulas are working correctly, all of which are vital in maintaining accurate records. This course explores organizing and subtotaling data in Excel 2007 using the available features. It also covers data validation, including error messages, invalid data prevention, formula auditing, error checking, and the Watch window.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=854916&componentTypeID=NFED&revisionDate=1240922580000

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Course Title: Analyzing Data in Excel 2007

Table 6-6. Displays Analyzing Data in Excel 2007 Course Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 868926
Course Format:	Web-based
Course Description:	Excel 2007 provides powerful data analysis tools that enable you to explore large amounts of data and to make educated business decisions based on that data. This course covers advanced data analysis features, such as PivotTable and PivotChart reports, Goal Seek, Solver, scenarios, data tables and OLAP.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=868926&componentTypeID=NFED&revisionDate=1241026620000

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Course Title: **Basic Presentation Skills: Creating a Presentation**

Table 6-7. Displays Basic Presentation Skills: Creating Presentation Course Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
TMS Item Number:	NFED 1628310
Course Format:	Web-based
Course Description:	This course describes how to make a presentation's introduction, support content, and conclusion memorable and effective. It also explains the purposes for which different presentation aids are used, as well as how to use visuals appropriately. Finally, this course describes how to rehearse a presentation, a key step in building confidence for the real thing.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1628310&componentTypeID=NFED&revisionDate=1306419840000

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Course Title: Basic Presentation Skills: Delivering a Presentation

Table 6-8. Displays Basic Presentation Skills: Delivering a Presentation Course Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
TMS Item Number:	NFED 1630310
Course Format:	Web-based
Course Description:	This course describes how to make your delivery successful and memorable. It covers techniques for managing stage fright, the biggest problem most speakers have. It also explains how to set the right environment for your presentation by making the right choices about room layout and by preparing the room, including the equipment, lighting, and temperature. You'll also find out how to use your voice and body language to deliver your message clearly and effectively. Finally, the course outlines guidelines for handling audience questions, an area most speakers are also very concerned about. After all, how credible the audience finds you can be swayed by how effectively you answer the difficult questions that come up.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1630310&componentTypeID=NFED&revisionDate=1306420680000

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Course Title: Basic Presentation Skills: Planning a Presentation

Table 6-9. Displays Basic Presentation Skills: Planning a Presentation Course Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
TMS Item Number:	NFED 1376087
Course Format:	Web-based
Course Description:	Even the most seasoned public speakers can experience nerves before a major presentation. The successful ones, however, have learned how to make those nerves work for them. Positive concern about the impact of a presentation can spur presenters to raise their game, enabling them to get the desired results. For example, a presentation can be immeasurably improved if you devote sufficient time and attention to three key steps - analyzing your audience, organizing your ideas, and selecting an appropriate presentation method. This course describes how to plan effectively for a presentation by carrying out these steps.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1376087&componentTypeID=NFED&revisionDate=1302194700000

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Course Title: Business Analysis: Enterprise Analysis

Table 6-10. Displays Business Analysis: Enterprise Analysis Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275011
Course Format:	Web-based
Course Description:	As prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), this course provides an overview of enterprise analysis. Specifically, this course details defining business needs and gaps, assessing capability gaps, and determining a solution approach. This course also provides an overview of defining solution scope and defining a business case for gathering data and being persuasive in arguments for a proposed solution.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1275011&componentTypeID=NFED&revisionDate=1264790700000

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Course Title: Business Analysis: Introduction to Business Analysis Planning

Table 6-11. Displays Business Analysis: Introduction to Business Analysis Planning Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274995
Course Format:	Web-based
Course Description:	This course provides an overview for planning a business analysis approach using techniques like the decision analysis approach, process modeling and structured walkthroughs as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide). This course also provides an overview of conducting a stakeholder analysis, including techniques such as RACI matrices and stakeholder maps. Finally, techniques for planning business analysis activities, such as estimating required efforts, are introduced.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1274995&componentTypeID=NFED&revisionDate=1264786500000

Course Title: Business Analysis: Introduction to Requirements Analysis

Table 6-12. Displays Business Analysis: Introduction to Requirements Analysis Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275015
Course Format:	Web-based
Course Description:	This course covers methods for prioritizing requirements, such as a MoSCoW analysis, and introduces the use of techniques like data flow diagrams to organize requirements. The course also explains using techniques like nonfunctional requirements analysis and state diagrams for specifying and modeling requirements.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1275015&componentTypeID=NFED&revisionDate=1264791660000

Course Title: **Business Analysis: Requirements Elicitation**

Table 6-13. Displays Business Analysis: Requirements Elicitation Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274999
Course Format:	Web-based
Course Description:	This course introduces the importance of activities like brainstorming to prepare for requirements elicitation. Techniques for conducting requirements elicitation, such as document and interface analyses, are also covered. Finally, this course details how to document elicitation results through techniques like prototyping, and how to conduct interviews in order to confirm elicitation results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1274999&componentTypeID=NFED&revisionDate=1264788180000

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Course Title: **Business Analysis: Requirements Management and Communication**

Table 6-14. Displays Business Analysis Requirements Management and Communication Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1275008
Course Format:	Web-based
Course Description:	This course provides an overview of managing solution scope and requirements using techniques like base lining and problem tracking as prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide). This course also covers maintaining and preparing requirements with a requirements package, and communicating requirements through requirements workshops and structured walkthroughs.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1275008&componentTypeID=NFED&revisionDate=1264789080000

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Course Title: Business Writing: Editing and Proofreading

Table 6-15. Displays Business Writing: Editing and Proofreading Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills Writing Journey: Writing and Editing for Accuracy Writing Journey: Communicating Complex Issues Clearly
TMS Item Number:	NFED 1278128
Course Format:	Web-based
Course Description:	Taking the time to edit and proofread your writing will help you produce more focused, polished and effective business documents. This course highlights the importance of editing and proofreading your business documents. It describes some key areas to consider when editing – such as tone, structure, clarity and accuracy. You will also explore ways to proofread effectively. In particular, you will find out about some of the most common grammatical, punctuation and spelling mistakes people make.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278128&componentTypeID=NFED&revisionDate=1265654280000

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Course Title: **Business Writing: How to Write Clearly and Concisely**

Table 6-16. Displays Business Writing: How to Write Clearly and Concisely Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Writing and Editing for Accuracy Writing Journey: Communicating Complex Issues Clearly
TMS Item Number:	NFED 1278127
Course Format:	Web-based
Course Description:	This course describes ways to make your writing clearer. Specifically, it covers the importance of using short, familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases. The course also discusses ways to be more concise and explains some best practices for organizing content logically and appropriately.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278127&componentTypeID=NFED&revisionDate=1265654100000

Course Title: Business Writing: Know Your Readers and Your Purpose

Table 6-17. Displays Business Writing: Know Your Readers and Your Purpose Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills Writing Journey: Writing and Editing for Accuracy
TMS Item Number:	NFED 1278126
Course Format:	Web-based
Course Description:	Knowing your purpose will focus your message, making it clear to readers why it is important to them. In addition, identifying your audience and your purpose will guide you in selecting an appropriate tone for your business message. This course addresses ways to identify your readers and to create messages that convey the appropriate tone for different reader roles. It also outlines how to write effectively for the three most common reasons to write a business document – to inform, respond or persuade.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278126&componentTypeID=NFED&revisionDate=1265653920000

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Course Title: Creating a Customer-Focused Organization

Table 6-18. Displays Creating a Customer-Focused Organization Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service Veterans First: Building Customer Service Opportunities
TMS Item Number:	NFED 1327042
Course Format:	Web-based
Course Description:	This Challenge Series exercise considers the many ways that business organizations can serve their customers - internal and external.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1327042&componentTypeID=NFED&revisionDate=1281487080000

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Course Title: Creating and Sustaining a Customer-Focused Organization

Table 6-19. Displays Creating and Sustaining a Customer-Focused Organization Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
TMS Item Number:	NFED 1716410
Course Format:	Web-based
Course Description:	To create a customer-focused organization, you need an in-depth understanding of what types of customer-focused tools and solutions are available. And you must know the level of customer focus that you're seeking to achieve. As a manager, you also need to know how to select the most appropriate implementation strategy that aligns with your organization's capabilities and its objectives. This will help you to create stronger, more valuable, and lasting relationships and experiences for your customers. This course provides direction on how to approach, implement, and sustain effective customer-focused service strategies in order to increase your organization's competitive advantage.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1716410&componentTypeID=NFED&revisionDate=1311880920000

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Course Title: Critical Thinking (Interactive video)

Table 6-20. Displays Critical Thinking Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Communicating Complex Issues Clearly
TMS Item Number:	NFED 1349516
Course Format:	Web-based
Course Description:	Critical thinking is useful for examining an issue or problem logically. This 15-minute Challenge video explores applying the critical thinking process.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1349516&componentTypeID=NFED&revisionDate=1291010640000

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Course Title: Critical Thinking Essentials: Applying Critical Thinking Skills

Table 6-21. Displays Critical Thinking Essentials: Applying Critical Thinking Skills Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Communicating Complex Issues Clearly
TMS Item Number:	NFED 1371795
Course Format:	Web-based
Course Description:	This Challenge Series exercise considers the many ways that business organizations can serve their customers - internal and external.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1371795&componentTypeID=NFED&revisionDate=1299713100000

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Course Title: Critical Thinking Essentials: What Is Critical Thinking?

Table 6-22. Displays Critical Thinking Essentials: What is Critical Thinking Course Details

Course Details	Descriptions
Supplemental Resource To:	Clear Writing through Critical Thinking
TMS Item Number:	NFED 1371796
Course Format:	Web-based
Course Description:	Critical thinking is something everyone does to some degree or another in their professional and personal lives. Almost all of your everyday activities require you to seek information, analyze alternatives, assess the alternatives, and reach some conclusion. And all of these processes are part of critical thinking. Thinking plays a powerful role in your life; it determines how you feel, what you do, and what you want. Improving the quality of your thinking, then, improves your life by helping you to achieve your goals, make better decisions, and take charge of what you do. This course defines critical thinking, describes the elements of critical thought, and outlines strategies for improving the quality of your thinking.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1371796&componentTypeID=NFED&revisionDate=1299713460000

Course Title: Customer Advocacy: Supporting Customer Advocacy

Table 6-23. Displays Customer Advocacy: Supporting Customer Advocacy Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
TMS Item Number:	NFED 2496967
Course Format:	Web-based
Course Description:	The success of customer advocacy efforts is directly related to an organization's ability to not only meet but also exceed customer expectations at every point of contact. This requires a knowledgeable and motivated employee base that has a solid understanding of what customer advocacy means and how to implement it effectively. But employees need support from management to achieve success. This course describes how to support customer advocacy efforts effectively in your organization. It explains how to communicate the goals and values that drive the customer advocacy approach, and how to create an environment that supports cooperation and coordination - two important elements in achieving success with customer advocacy. In addition, the course describes how to motivate advocacy employees by rewarding cooperation. And it explains how to measure the success of your customer advocacy efforts so that you can provide support to employees in areas where they may need help, as well as provide positive feedback about what they're doing well.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=2496967&componentTypeID=NFED&revisionDate=1323983460000

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Course Title: Customer-Driven Process Improvement: Basic Framework

Table 6-24. Displays Customer-Driven Process Improvement: Basic Framework Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for Your Customer
TMS Item Number:	NFED 1723213
Course Format:	Web-based
Course Description:	Letting customer needs drive your process improvement efforts can increase the chances that your product or service will be favored by customers - the most important stakeholders in your business. Customer satisfaction is critical to the survival of any business. And organizations that focus on improving processes so that they can produce what customers want and need are likely to be more successful than those that don't. Customer feedback, whether direct or indirect, gives an organization an opportunity to analyze its operations and processes to find ways to satisfy customers better and to develop a competitive advantage. This course describes these and other benefits and outlines a six-step framework for customer-focused improvement activities, which include identifying customer needs, translating those needs into process requirements, and implementing and sustaining improvements. This course also describes ways an organization can prepare to be successful at carrying out these activities by, for example, continually cultivating a mind-set that recognizes the importance of the customer.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1723213&componentTypeID=NFED&revisionDate=1314203580000

Course Title: Customer-Driven Process Improvement: Identifying Customer Needs

Table 6-25. Displays Customer-Driven Process Improvement: Identifying Customer Needs Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for Your Customer Veterans First: Building Customer Service Opportunities
TMS Item Number:	NFED 1723220
Course Format:	Web-based
Course Description:	Rapid change and intense competition mean that organizations have to establish and maintain a clear, consistent understanding of their customers' requirements, and then meet those requirements on an ongoing basis. Information about what customers need should drive strategy and core process improvements. But the first step in any customer-driven process improvement initiative is determining customer requirements. This course describes a process for doing this. It explains how to define your customers in a way that focuses on which customer voices matter the most as an input to a process improvement initiative. It also describes how to gather high-quality information about customers by using tools such as surveys, focus groups, and interviews. And it explains how to analyze customer data effectively using the Kano model.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1723220&componentTypeID=NFED&revisionDate=1314204960000

Course Title: Customer Interactions

Table 6-26. Displays Customer Interactions Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Understanding Customer Service
TMS Item Number:	NFED 1278215
Course Format:	Web-based
Course Description:	Failing to realize the importance of customer service and effective complaint handling leads to increasingly dissatisfied customers. Organizations need to be able to address the needs of customers in an effective and efficient manner. This course is intended to show the proper procedures and processes needed to provide effective customer service: how to properly support a customer, how to overcome communication problems, and how to use active listening. This course helps to prepare learners interested in the Customer Service Representative (CSR) certification, which is targeted at individuals wishing to qualify to work in a customer support center or help-desk environment.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278215&componentTypeID=NFED&revisionDate=1265730480000

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Course Title: Customer Service Confrontation and Conflict

Table 6-27. Displays Customer Service Confrontation and Conflict Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Understanding Customer Service
TMS Item Number:	NFED 1310177
Course Format:	Web-based
Course Description:	How do you handle angry and confrontational customers? One of the most challenging, and potentially uncomfortable, responsibilities of a customer service person is dealing with angry customers. By following a few simple techniques, such as letting the customer vent, and expressing empathy towards the customer's situation, you can usually defuse tense situations without incident. This course explores typical trouble spots in dealing with angry customers, including reasons for customer dissatisfaction and things customer service people should refrain from saying or doing to avoid adding to the customer's frustration.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310177&componentTypeID=NFED&revisionDate=1273802640000

Course Title: Decision Making: Making Tough Decisions

Table 6-28. Displays Decision Making: Making Tough Decisions Course Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310270
Course Format:	Web-based
Course Description:	This course reviews a number of decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed tradeoffs using a systematic process, and placing appropriate trust in your intuition when making difficult decisions.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310270&componentTypeID=NFED&revisionDate=1274233440000

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Course Title: Decision Making: The Fundamentals

Table 6-29. Displays Decision Making: The Fundamentals Course Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310268
Course Format:	Web-based
Course Description:	The ability to make decisions effectively is important for your personal and professional success. This involves following an established decision-making process and adapting your decision-making style to suit different situations. This course introduces you to the fundamentals of decision making and illustrates techniques to help you become an effective decision maker. The course first walks you through the steps of a widely accepted decision-making process. Then it leads to a description of the factors influencing your decision-making style and shows how to adapt that style to suit a given situation.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310268&componentTypeID=NFED&revisionDate=1274232660000

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Course Title: Decision Making: Tools and Techniques

Table 6-30. Displays Decision Making: Tools and Techniques Course Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1310269
Course Format:	Web-based
Course Description:	This course introduces a variety of tools and techniques to use at the three most important steps of the decision-making process: generating, evaluating, and choosing between alternative courses of action. Several decision-making tools are introduced – including Nominal Group Technique (NGT), Return on Investment (ROI) measures, the devil's advocate technique, Plus/Minus/Interesting (PMI) analysis, and the ease-and-effect matrix – providing alternate methodologies for challenging and evaluating alternatives before making a decision.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310269&componentTypeID=NFED&revisionDate=1274233020000

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Course Title: **Getting Results without Authority: Persuasive Communication**

Table 6-31. Displays Getting Results without Authority: Persuasive Communication Course Details

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1324353
Course Format:	Web-based
Course Description:	Communicating persuasively is key when you want to get results in situations where you don't have direct authority. To communicate persuasively, it's important to think from the other person's perspective. How and what you ask, and the sincerity of your concern for addressing the other person's interests, will help smooth the way to getting the results you need. This course presents strategies for communicating persuasively when you don't have direct authority. It also describes ways to remain persuasive even when you face resistance from the person you are addressing.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1324353&componentTypeID=NFED&revisionDate=1279906560000

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Course Title: Influence and Persuasion (Interactive video)

Table 6-32. Displays Influence and Persuasion Course Details

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1327034
Course Format:	Web-based
Course Description:	Influencing and persuading others requires careful planning. This 15-minute Challenge video explores focused methods of verbal influence and persuasion.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1327034&componentTypeID=NFED&revisionDate=1281471720000

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Course Title: Influencing Key Decision Makers (Video)

Table 6-33. Displays Influencing Key Decision Makers Course Details

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
TMS Item Number:	NFED 1325085
Course Format:	Web-based
Course Description:	Even the best business proposals need the support of stakeholders. This 7-minute Business Impact video takes a look at three proven ways to gaining the support of key decision makers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.12 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1325085&componentTypeID=NFED&revisionDate=1281025740000

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Course Title: Internal Customer Service: Conflict and Complaints Simulation

Table 6-34. Displays Internal Customer Service: Conflict and Complaints Simulation Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for your Customer
TMS Item Number:	NFED 26208
Course Format:	Web-based
Course Description:	By helping other people within your organization, you enable it to succeed. Great internal customer service improves people's morale, productivity, and external customer service, and ultimately makes your organization more financially secure. Giving great service to your internal customers means that people you work with can see, hear and feel that they are valued. When employees value one another, the result is increased performance, which contributes to the success of the entire organization and creates a positive and productive working environment.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	4 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=26208&componentTypeID=NFED&revisionDate=1129558800000

Course Title: **Managing Customer Driven Process Improvement Simulation**

Table 6-35. Displays Managing Customer Driven Process Improvement Simulation Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Serve Opportunities
TMS Item Number:	NFED 26537
Course Format:	Web-based
Course Description:	To make themselves stand out from the crowd, organizations have adopted customer-driven process improvements as standard procedure for raising customer satisfaction and loyalty. In this simulation, you have been charged with heading up a task force to improve customer satisfaction and halt the recent rapid decline in sales of the product Final Finance.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=26537&componentTypeID=NFED&revisionDate=1129560120000

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Course Title: **Managing Workforce Generations: Introduction to Cross-Generational Employees**

Table 6-36. Displays Managing Workforce Generations: Introduction to Cross-generational Employees Course Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communication
TMS Item Number:	NFED 1372609
Course Format:	Web-based
Course Description:	More than ever, managers appreciate how diversity brings value to an organization. Managed correctly, a diverse workforce, including members from different generations, enhances performance and productivity. The generation in which you grow up is a key influence on your adult behavior, and the different characteristics of each generation can strengthen an organization if properly managed. But stereotypes are pervasive and divert attention from the positive roles that different generations bring to the workforce. Understanding people from different generations prepares managers for the challenges of generational diversity and is a crucial first step in creating a positive work environment. This course describes the common characteristics of the four main generations in the workforce the Traditionals, Baby Boomers, Generation X, and the Millennial Generation. It also introduces the benefits of cross-generational teams.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1372609&componentTypeID=NFED&revisionDate=1300220880000

Course Title: **Manipulating and Formatting Data and Worksheets**

Table 6-37. Displays Manipulating and Formatting Data and Worksheets Course Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
TMS Item Number:	NFED 794917
Course Format:	Web-based
Course Description:	Excel 2007 provides a number of improved tools and new features that allow you to visually enhance the appearance of sheets and workbooks. Cells, rows, columns, sheets and workbooks can be manipulated and customized using various positioning and formatting.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=794917&componentTypeID=NFED&revisionDate=1239648300000

Course Title: Planning Business Analysis Communication and Monitoring

Table 6-38. Displays Planning Business Analysis Communication and Monitoring Course Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis Overview
TMS Item Number:	NFED 1274996
Course Format:	Web-based
Course Description:	As prescribed in A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), this course provides an overview of planning business analysis communication using techniques like the structured walkthrough. This course also provides an overview of the plan requirements management process, including techniques like problem tracking and decision analysis to create the requirements management plan. Finally, techniques for managing business analysis performance, such as lessons-learned workshops and utilizing metrics and key performance indicators are introduced.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1274996&componentTypeID=NFED&revisionDate=1264787280000

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Course Title: Playing the Devil's Advocate in Decision Making

Table 6-39. Displays Playing the Devil's Advocate in Decision Making Course Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1325112
Course Format:	Web-based
Course Description:	Good decision making lies at the heart of success. This impact explores a strategy for ensuring that business decisions are sound.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.12 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1325112&componentTypeID=NFED&revisionDate=1281038820000

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Course Title: Preparing a Business Case

Table 6-40. Displays Preparing a Business Case Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Formal Writing Using Plain Language
TMS Item Number:	NFED 1278064
Course Format:	Web-based
Course Description:	Without a written business case, your chances of persuading decision makers within your organization to implement your new project, instead of a competing project, are few. This course prepares participants interested in the development of effective business cases. You will learn what a business case is and when one is used, what research you need to do before you start to write a business case, and what information should be included in your business case. Finally, you will learn how to plan and position your business case to maximize its effectiveness.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278064&componentTypeID=NFED&revisionDate=1265638080000

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Course Title: Problem Solving: Determining and Building Your Strengths

Table 6-41. Displays Problem Solving: Determining and Building Your Strengths Course Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310266
Course Format:	Web-based
Course Description:	Achieving your problem-solving goals typically involves applying problem-solving skills and tools through various steps in an established problem-solving process. To improve, you first need to assess your existing problem-solving style, identify your strengths and weaknesses, and develop an ongoing strategy for sharpening and building your skills. You also need to recognize the key barriers that lie in the way of effective problem solving – your biases – and develop techniques for reducing their impact on your ability to solve problems. This course helps you assess and develop your problem-solving skills, and also aims to help you recognize and overcome several types of bias.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310266&componentTypeID=NFED&revisionDate=1274231820000

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Course Title: Problem Solving: Digging Deeper

Table 6-42. Displays Problem Solving: Digging Deeper Course Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310267
Course Format:	Web-based
Course Description:	A fact-based, honest analysis happens at two key steps in the problem-solving process: first, when you analyze problems to identify causes, and second, when you evaluate and analyze potential solutions to determine the one that has the maximum chance of success. Several tools are used for analysis and evaluation at each of these steps. Examples of tools that help find the root causes of the problem are the cause-and-effect diagram and five-why analysis. Cost-benefit and force-field analysis help in choosing the best solution. This course helps you recognize the value of honest, fact-based analysis and demonstrates how the application of a few tools greatly assists you when determining the root cause of a problem and the best solution.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310267&componentTypeID=NFED&revisionDate=1274232300000

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Course Title: Problem Solving: The Fundamentals

Table 6-43. Displays Problem Solving: The Fundamentals Course Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
TMS Item Number:	NFED 1310265
Course Format:	Web-based
Course Description:	Problem solving involves goal-oriented thinking and action in situations for which no ready-made solutions exist. You can greatly improve your problem-solving effectiveness by gaining a better understanding of the problem-solving process, essential skills and required competencies, as well as an awareness of the mind traps and pitfalls that impair the process. This course takes you through the essentials of problem solving and explores some of its challenges.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1310265&componentTypeID=NFED&revisionDate=1274231400000

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Course Title: **Shaping the Direction of Customer Service in Your Organization**

Table 6-44. Displays Shaping the Direction of Customer Service in Your Organization Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Service Opportunities
TMS Item Number:	NFED 1310178
Course Format:	Web-based
Course Description:	There are several defining moments or moments of truth that can make or break every service transaction. To successfully navigate these moments of truth, it's important for service organizations – and specifically customer service leaders – to add value to a customer's experience by creating and implementing strong, clearly-defined service standards. To implement effective standards and strategies, it's crucial that you stay attuned to customer needs and expectations, building a dynamic, adaptive service strategy based on input such as market research and customer feedback. This course explores strategies used to shape the direction of customer service in your organization including defining moments of truth, the creation and implementation of quantifiable service standards and methods of evolving your customer strategy to meet the changing needs of your customers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1310178&componentTypeID=NFED&revisionDate=1273803060000

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Course Title: Team and Customer Relationships

Table 6-45. Displays Team and Customer Relationships Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
TMS Item Number:	NFED 1278214
Course Format:	Web-based
Course Description:	Teamwork is a critical component of a support center. This course looks at the individual responsibilities of each team member as well as the team as a whole. It also addresses the role of strong leadership in building and maintaining successful teams. In a support center, customer relationships are everything – and communication is king! Many customer problems are caused by communication breakdowns. This course explores how to avoid communication breakdowns by involving customers in problem solving and being able to communicate effectively in the global community, where cross-cultural issues abound.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	3 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278214&componentTypeID=NFED&revisionDate=1265730300000

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Course Title: The Angry Caller: What's Your Plan?

Table 6-46. Displays The Angry Caller: What's Your Plan Course Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Understanding Customer Service
TMS Item Number:	NFED 1328306
Course Format:	Web-based
Course Description:	Dealing with angry callers is something every customer service representative and salesperson will face at one time or another. This Business Impact presentation explores a four-step approach for making encounters with irate customers a productive experience.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1328306&componentTypeID=NFED&revisionDate=1282659900000

Course Title: Uncovering the Root Problem

Table 6-47. Displays Uncovering the Root Problem Course Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
TMS Item Number:	NFED 1327017
Course Format:	Web-based
Course Description:	This Challenge exercise focuses on an individual's ability to assess facts and work through the first step in problem solving and decision making: defining the problem.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	.25 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1327017&componentTypeID=NFED&revisionDate=1281465540000

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Course Title: Using Email and Instant Messaging Effectively

Table 6-48. Displays Using Email and Instant Messaging Effectively Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills
TMS Item Number:	NFED 1278122
Course Format:	Web-based
Course Description:	The use of proper email etiquette is the cornerstone for ensuring your message gets across quickly, appropriately and concisely. This course covers the basic requirements for using email to communicate effectively. Specifically, you will be introduced to tried-and-true guidelines for emailing effectively, fundamental elements every email should contain, and the importance of keeping emails concise. The course also covers the etiquette associated with using instant messaging programs as an extension of email.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	1 hour
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278122&componentTypeID=NFED&revisionDate=1265653200000

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Course Title: Writing a Business Case

Table 6-49. Displays Writing Business Case Course Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Formal Writing Using Plain Language
TMS Item Number:	NFED 1278065
Course Format:	Web-based
Course Description:	In this course, you will learn how to plan, write and present a business case to persuade key decision makers in your organization that your proposal is a winning initiative. This course will show you the principles for preparing an effective business case, and it will guide you through the writing process, from defining your business need and gathering relevant information to assessing the financial impact of your solution. The course will conclude with practical advice on how to concisely present your business case to connect with your audience and key decision makers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Duration:	2.5 hours
Registration Link:	https://www.tms.va.gov/plateau/user/deeplink.do?linkId=ITEM_DETAILS&componentID=1278065&componentTypeID=NFED&revisionDate=1265638380000

7 E-Books

To access the e-books, login to https://www.tms.va.gov by entering your username and password. Type "Books 24 x 7" in the Catalog search text field to find the Books 24 x 7 website. (The first time you launch the website, you will need to read and accept the Membership Terms.) Afterward, you will be able to search for the e-book by its specific title or Book ID.

E-Book Title: 10 Steps to Successful Business Writing

Table 7–1. Displays 10 Steps to Successful Business Writing E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills
ISBN Number:	978-1562864811
Format:	E-book
Summary:	Offering simple strategies in digestible bits, this book provides dozens of examples that will point you to success as new skills are developed and you increase your influence and credibility with each well-honed, clear email, memo or letter you write.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: 101 Ways to Improve Customer Service: Training, Tools, Tips, and Techniques

Table 7–2. Displays 101 Ways to Improve Customer Service: Training, Tools, Tips, and Techniques E-book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
ISBN Number:	9780787982003
Format:	E-book
Summary:	Providing a variety of practical applications that can be put to use right away, this down-to-earth guide will help your employees develop service strategies to give excellent care to customers, both inside and outside the organization.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Award-Winning Customer Service: 101 Ways to Guarantee Great Performance

Table 7–3. Displays Award-Winning Customer Service: 101 Ways to Guarantee Great Performance E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Service Opportunities Veterans First: Communicating Positive Customer Service Veterans First: Understanding Customer Service
ISBN Number:	9780814474549
Format:	E-book
Summary:	Containing 101 effective tips, unique "When this happens, try this" sections and encouraging quotes, this essential reference is full of practical advice on planning and goal setting, follow-up, leadership, feedback and more.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Balanced Scorecards and Operational Dashboards with Microsoft Excel**

Table 7–4. Displays Balanced Scorecards and Operational Dashboards with Microsoft Excel E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470386811
Format:	E-book
Summary:	Based on years of experience, this guide provides step-by-step methods that will help you develop balanced scorecards and operational dashboards that drive strategic execution and operational performance.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations that Inform, Motivate, and Inspire**

Table 7–5. Displays Beyond Bullet Points: Using Microsoft PowerPoint to Create Presentations that Inform, Motivate, and Inspire E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780735620520
Format:	CD
Summary:	Improve your presentations—and increase your impact—with 50 powerful, practical and easy-to-apply techniques for Microsoft PowerPoint.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Business Writing

Table 7–6. Displays Business Writing E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Writing and Editing for Accuracy
ISBN Number:	9780731406494
Format:	E-book
Summary:	Taking a hands-on approach to help you excel in writing a range of hard-copy and electronic documents, this book shows you how to design documents, employ persuasive techniques and recognize (and foil) the mind games some people play.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: CBAP Certified Business Analysis Professional All-in-One Exam Guide

Table 7–7. Displays CBAP Certified Business Analysis Professional All-in-One Exam Guide E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis: Overview
ISBN Number:	9780071626699
Format:	E-book
Summary:	Filled with learning objectives, exam tips, practice exam questions and in-depth explanations, this definitive volume fully covers the Guide to the Business Analyst Body of Knowledge® (BABOK® Guide) and is designed to help you pass the CBAP exam with ease.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Critical Thinking

Table 7–8. Displays Critical Thinking E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Communicating Complex Issues Clearly
ISBN Number:	9781848923102
Format:	E-book
Summary:	Offering a highly usable framework that can be utilized in many different circumstances, this book provides useful insights into critical thinking and helps readers put some of the best prevailing ideas into practice.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Customer Care Excellence: How to Create an Effective Customer Focus

Table 7–9. Displays Customer Care Excellence: How to Create an Effective Customer Focus E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
ISBN Number:	9780749450663
Format:	E-book
Summary:	In a clear, practical language, this book explains how gaining customer commitment and motivating employees to deliver an excellent service at all your company's touch points can ensure successful results and satisfied customers.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **Customer Loyalty: How to Earn It, How to Keep It, New and Revised Edition**

Table 7–10. Displays Customer Loyalty: How to Earn It, How to Keep It, New and Revised Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for your Customer
ISBN Number:	9780787963880
Format:	E-book
Summary:	Marketing consultant Jill Griffin has written a practical guide for planning strategies to assure customer loyalty. She uses actual case studies to describe target customers, how to find qualified prospects, and how to turn customers into an organization's advocates. Griffin also details how to win back inactive customers and how to develop a loyalty-driven corporate culture.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Decision Making: 5 Steps to Better Results**

Table 7–11. Displays Decision Making: 5 Steps to Better Results E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9781591397618
Format:	E-book
Summary:	Offering a time-tested, five-step methodology, this book will help you dramatically improve your decision-making skills and avoid common traps that lead to bad results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Decision Making & Problem Solving Strategies**

Table 7–12. Displays Decision Making & Problem Solving Strategies E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9780749449186
Format:	E-book
Summary:	Using checklists, exercises and case studies, this guide will help managers ensure that the best decisions are made, problems are solved in the optimum way, and the creative ideas and innovations so necessary for tomorrow's business flow freely.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Dialogue Mapping: Building Shared Understanding of Wicked Problems**

Table 7–13. Displays Dialogue Mapping: Building Shared Understanding of Wicked Problems E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9780470017685
Format:	E-Book
Summary:	This book offers a hands-on tutorial for practitioners looking for a radically inclusive approach to collective problem solving. It provides an exciting new conceptual framework that will change the way readers view projects and project management.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: E-mail: A Write It Well Guide

Table 7–14. Displays E-mail: A Write It Well Guide E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills
ISBN Number:	978-0963745583
Format:	E-book
Summary:	In today's fast-paced competitive business environment, we all need to communicate clearly and use our time productively. Use this user-friendly guide to learn how to get your message across clearly, convey the right tone, manage your time and more.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Excel 2007 Advanced Report Development

Table 7–15. Displays Excel 2007 Advanced Report Development E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470046449
Format:	E-book
Summary:	With notes, tips, warnings and real-world examples, this book offers a step-by-step approach and hands-on examples to help you develop powerful and innovative reporting solutions using Microsoft Excel 2007.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Excel 2007 Data Analysis for Dummies

Table 7–16. Displays Excel 2007 Data Analysis for Dummies E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9780470045992
Format:	E-book
Summary:	From grabbing external data to working with PivotCharts, database functions and regression analysis, this handy guide shows you step-by-step how Excel can turn raw data into intelligible information.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Excel for the CEO

Table 7–17. Displays Excel for the CEO E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Analytics Boot Camp
ISBN Number:	9781932802177
Format:	E-book
Summary:	Presenting innovative Microsoft Excel techniques for top management professionals, this reference provides basics, special shortcuts and tips that cover the special features of Excel.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Harvard Business Review on Customer Relationship Management

Table 7–18. Displays Harvard Business Review on Customer Relationship Management E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for your Customer
ISBN Number:	9781578516995
Format:	E-book
Summary:	Sharing a fascinating collection of essays on the ways businesses must approach building lasting and profitable relationships with their customers, this book is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues

Table 7–19. Displays How Great Decisions Get Made: 10 Easy Steps for Reaching Agreement on Even the Toughest Issues E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Dynamic Decision Making
ISBN Number:	9780814407936
Format:	E-book
Summary:	This text shows how to bring out the best in people, so that decision making cements groups together rather than pulls them apart. It also gives readers a simple 10-step process to help their people overcome seemingly intractable differences.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: How to Sharpen your Business Writing Skills, Second Edition

Table 7–20. Displays How to Sharpen your Business Writing Skills, Second Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Communicating Complex Issues Clearly Writing Journey: Formal Writing Using Plain Language
ISBN Number:	9780761213857
Format:	E-book
Summary:	Packed with practical advice attuned to current business writing and presentation challenges, this self-study course features special strategies to speed online research and guidelines for creating safe and savvy email. By the end of this AMA course on effective writing, you will be able to employ techniques to research, draft, compose and edit professional documents.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: How to Talk to Customers: Create a Great Impression Every Time with MAGIC

Table 7–21. Displays How to Talk to Customers: Create a Great Impression Every Time with MAGIC E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Understanding Customer Service
ISBN Number:	9780787987527
Format:	E-book
Summary:	Filled with case studies and anecdotes, this practical guide outlines a proven system that can help anyone become the type of communicator that makes their customers feel special.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: How to Write Reports and Proposals: Package Your Ideas; Present With Confidence; Persuade Your Audience

Table 7–22. Displays How to Write Reports and Proposals: Package Your Ideas; Present With Confidence; Persuade Your Audience E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Formal Writing Using Plain Language
ISBN Number:	9780749456658
Format:	E-book
Summary:	Using checklists, exercises and examples, this essential guide will help anyone write appropriately for their target readers and create documents that will achieve the desired results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Increase Your Influence at Work

Table 7–23. Displays Increase Your Influence at Work E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
ISBN Number:	9780814416013
Format:	E-Book
Summary:	Filled with easy-to-apply tips for influencing managers, peers and subordinates, this book will help you move beyond being merely a passive participant in your work life and gain the cooperation and attention of those who matter most.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Influence without Authority, Second Edition

Table 7–24. Displays Influence without Authority, Second Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Influencing Skills
ISBN Number:	9780471463306
Format:	Book
Summary:	Offering powerful techniques for cutting through interpersonal and interdepartmental barriers and motivating people to lend you their support, time and resources, this book explains how to get cooperation from those you have no official authority over.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Instant Creativity: Simple Techniques to Ignite Innovation & Problem Solving

Table 7–25. Displays Instant Creativity: Simple Techniques to Ignite Innovation & Problem Solving E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9707489448677
Format:	Book
Summary:	This book will help you tap into the creative energies of any individual or an uninspired team. It offers over 70 quick and simple exercises to help find fresh ideas and solutions to problems.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Managing Customer Relationships: A Strategic Framework

Table 7–26. Displays Managing Customer Relationships: A Strategic Framework E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for your Customer
ISBN Number:	9780471485902
Format:	E-Book
Summary:	With an emphasis on customer strategies and building customer value; this high-powered reference guide provides a definitive overview of what it takes to keep customers coming back for years to come.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations

Table 7–27. Displays Management Lessons from Mayo Clinic: Inside One of the World's Most Admired Service Organizations E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Serve Opportunities
ISBN Number:	9780071590730
Format:	E-book
Summary:	Based on the premise of "Putting the needs of the patient first," this strategic guide shows how to apply that principle to expand your business' customer base and earn fierce, undivided customer loyalty.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: More Quick Team-Building Activities for Busy Managers: 50 New Exercises that Get Results in Just 15 Minutes
Table 7–28. Displays More Quick Team-Building Activities for Busy Managers: 50 New Exercises that Get Results in Just 15 Minutes E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Communicating Positive Customer Service
ISBN Number:	9780814473788
Format:	E-book
Summary:	Containing 50 exercises that can be conducted in 15 minutes or less, this book presents each activity with all the relevant information, including a list of materials needed, the purpose of the exercise, and handy tips for success.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Perfect Phrases for Sales Presentations: Hundreds of Ready-to-Use Phrases for Delivering Powerful Presentations That Close Every Sale
Table 7–29. Displays Perfect Phrases for Sales Presentations: Hundreds of Ready-to-Use Phrases for Delivering Powerful Presentations That Close Every Sale E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780071634533
Format:	CD
Summary:	With hundreds of ready-to-use, time-saving phrases for delivering a winning sales presentation, this concise guide will help you streamline the critical process of crafting perfect presentations.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Plain Language in Government Writing: A Step-by-Step Guide

Table 7–30. Displays Plain Language in Government Writing: A Step-by-Step Guide E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Formal Writing Using Plain Language
ISBN Number:	9781567262247
Format:	E-book
Summary:	Using examples from a variety of federal and state agencies, this practical guide walks you step-by-step through every phase of the writing process, providing tips for improved clarity, conciseness and completeness.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: Professional Writing Skills: A Write It Well Guide

Table 7–31. Displays Professional Writing Skills: A Write It Well Guide E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills
ISBN Number:	978-0982447116
Format:	E-book
Summary:	Providing a step-by-step process for planning business letters, memos, email and other business documents, this handy guide offers busy professionals tools they need to get their message across clearly, concisely and professionally.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Quick & Painless Business Writing: An Essential Guide to Clear and Powerful Communication**

Table 7–32. Displays Quick & Painless Business Writing: An Essential Guide to Clear and Powerful Communication E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Writing and Editing for Accuracy
ISBN Number:	9781564149008
Format:	E-book
Summary:	Revealing secrets that will eliminate business-writing phobias and faux pas, this book will help you to create outstanding documents that get optimal results.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground**

Table 7–33. Displays Retiring the Generation Gap: How Employees Young and Old Can Find Common Ground E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Service Opportunities Effective Communications
ISBN Number:	9780787985257
Format:	E-Book
Summary:	Based on seven years of research on more than 3,000 leaders, this witty, groundbreaking book reveals the truth about generational conflicts at work, and advises what can be done about them.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Seven Steps to Mastering Business Analysis

Table 7–34. Displays Seven Steps to Mastering Business Analysis E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Business Analysis: Overview
ISBN Number:	9781604270075
Format:	E-book
Summary:	Offering insight into the ideal skills and characteristics of successful business analysts, this comprehensive guide provides a foundation of learning for effecting business analysis work.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: Take Their Breath Away: How Imaginative Service Creates Devoted Customers

Table 7–35. Displays Take Their Breath Away: How Imaginative Service Creates Devoted Customers E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Advocating for Your Customer
ISBN Number:	9780470443507
Format:	E-book
Summary:	Offering the inspiration, strategies and creative ideas to enchant, surprise and treat your customers to more than just an encounter, this book shows how the best brands create unique, customer-endearing practices that lead to irrational loyalty.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **The Kindness Revolution:** The Company-Wide Culture Shift That Inspires Phenomenal Customer Service

Table 7–36. Displays The Kindness Revolution: The Company-Wide Culture Shift That Inspires Phenomenal Customer Service E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Service Opportunities
ISBN Number:	9780814473078
Format:	E-book
Summary:	Based on extensive research and featuring real-life examples from companies known for their outstanding customer service, this inspiring and practical book shows readers how to take the critical step toward truly outstanding customer service.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **The Language of Success**

Table 7–37. Displays The Language of Success E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Building Writing Skills
ISBN Number:	978-0814474730
Format:	E-book
Summary:	Honest and authoritative, this guide will give readers practical techniques to help them cut through the fluff, guff, geek and hyperbole, write exceptional business documents, and get their messages heard.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: The McGraw-Hill 36-Hour Course: Business Writing and Communication, Second Edition

Table 7–38. Displays The McGraw-Hill 36-Hour Course: Business Writing and Communication, Second Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Communicating Complex Issues Clearly Writing Journey: Formal Writing Using Plain Language
ISBN Number:	9780071738262
Format:	E-book
Summary:	Complete with exercises and self-tests, this multifaceted business writing book puts you on the fast track to becoming a strong, persuasive business writer. This multifaceted business writing "course" teaches you how to seize readers' interest instantly, eliminate nonspecific words and phrases, manage cross-cultural writing, craft compelling online copy and create powerful presentations.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: The McKinsey Engagement: A Powerful Toolkit for More Efficient & Effective Team Problem Solving

Table 7–39. Displays The McKinsey Engagement: A Powerful Toolkit for More Efficient & Effective Team Problem Solving E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Creative Problem Solving
ISBN Number:	9780071497411
Format:	Book
Summary:	This guide arms problem solvers with a blueprint for achieving consistently phenomenal results. It is a toolkit for bringing clarity, discipline and purpose to all your problem-solving and change management initiatives.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: The Power of Non-Verbal Communication: What You Do is More Important than What You Say, First Edition

Table 7–40. Displays The Power of Non-Verbal Communication: What You Do is More Important than What You Say, First Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communication
ISBN Number:	9781563437885
Format:	Book
Summary:	Anyone who can successfully read people can communicate and hold power. This hands-on text presents practical tips for understanding the inner motivations of others, and for controlling your own message to the world.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience

Table 7–41. Displays The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience E-Book Details

Course Details	Descriptions
Supplemental Resource To:	How to Develop and Deliver Dynamic Presentations
ISBN Number:	9780071636087
Format:	CD
Summary:	Showing you exactly how to use Steve Jobs' crowd-pleasing techniques in your own presentations. This book demonstrates how easy it is to sell your ideas, share your enthusiasm, and wow your audience the Steve Jobs way.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

E-Book Title: **Unleashing Excellence: The Complete Guide to Ultimate Customer Service, Second Edition, Updated and Expanded**

Table 7–42. Displays Unleashing Excellence: The Complete Guide to Ultimate Customer Service, Second Edition, Updated and Expanded E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Veterans First: Building Customer Service Opportunities
ISBN Number:	9780470503805
Format:	E-book
Summary:	If you want to build a customer service culture that gets real business results, this authoritative guide shows you the exact steps to take to create an organizational culture in which service excellence becomes a habit rather than an afterthought.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **When Cultures Collide: Leading Across Cultures, Third Edition**

Table 7–43. Displays When Cultures Collide: Leading Across Cultures, Third Edition E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Effective Communications
ISBN Number:	9781904838029
Format:	Book
Summary:	Providing a truly global and practical guide to working and communicating across cultures, this insightful book presents penetrating insights into how different business cultures accord status, structure their organizations, and view the role of the leader.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **Write to the Point: How to Communicate in Business With Style and Purpose**

Table 7–44. Displays Write to the Point: How to Communicate in Business With Style and Purpose E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Writing and Editing for Accuracy
ISBN Number:	9781564146397
Format:	E-Book
Summary:	This book provides practical, proven techniques for making writing for business more effective and less stressful. All levels of business and technical personnel will find this easy-to-read guide invaluable and immediately useful every day.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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E-Book Title: **Writing at Work: How to Write Clearly, Effectively and Professionally**

Table 7–45. Displays Writing at Work: How to Write Clearly, Effectively and Professionally E-Book Details

Course Details	Descriptions
Supplemental Resource To:	Writing Journey: Writing and Editing for Accuracy
ISBN Number:	9781741752182
Format:	E-Book
Summary:	Illustrating the importance of writing in the workplace, this invaluable, accessible resource shows that precision, clarity, readability, efficiency, usability, and persuasiveness create the ideal document.
Target Audience:	Non-managers and non-supervisors
Course Affiliation:	Career and Technical Training
Access by Visiting:	https://www.tms.va.gov

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8 Streaming Video

Course Title: All In – How We're Changing the Way We Work

Table 8-1. Displays All In – How We're Changing the Way We Work Course Details

Course Details	Descriptions
TMS Item Number:	TBD
Course Format:	Streaming Video
Course Description:	This video features Under Secretary for Benefits, Gen. Allison A. Hickey, outlining various elements of the VBA's Transformation and how it will impact staff and improve support to Veterans, families and survivors.
Target Audience:	VBA Staff
Course Affiliation:	Transformational Leadership
Duration:	0.25 hours
Max Class Size:	NA
Registration Link:	TBD

Course Title: Switch Presentation – Part 1 of 4 – Introduction and Direct the Rider

Table 8-2. Displays Switch Presentation – Introduction and Direct the Rider Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1944963			
Course Format:	Streaming Video			
Course Description:	Conference presentation on Change Management by Dan Heath, author of the book, SWITCH: How to Change Things When Change is Hard. This series of four videos addresses motivating people to address why people often fear change and some practical techniques on addressing resistance to change. This video is part 1, Direct the Rider. All rights to the Switch videos are owned by the Heath Brothers LLC. (Copyright 2011) The videos may not be shown, distributed, downloaded, shared, or altered without the written consent of the owners.			
Target Audience:	All VA Employees			
Course Affiliation:	Transformational Leadership			
Duration:	0.50 hours			
Max Class Size:	NA			
Registration Link:	To register, visit https://www.tms.va.gov and search for NFED 1944963.			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Champions innovation	2
			Communicates Vision and drives change	2

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Course Title: Switch Presentation – Part 2 of 4 – Motivate the Elephant

Table 8-3. Displays Switch Presentation – Motivate the Elephant Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1944964			
Course Format:	Streaming Video			
Course Description:	Conference presentation on Change Management by Dan Heath, author of the book, SWITCH: How to Change Things When Change is Hard. This series of four videos addresses motivating people to address why people often fear change and some practical techniques on addressing resistance to change. This video is part 2, Motivate the Elephant. All rights to the Switch videos are owned by the Heath Brothers LLC. (Copyright 2011) The videos may not be shown, distributed, downloaded, shared, or altered without the written consent of the owners.			
Target Audience:	All VA Employees			
Course Affiliation:	Transformational Leadership			
Duration:	0.25 hours			
Max Class Size:	NA			
Registration Link:	To register, visit https://www.tms.va.gov and search for NFED 1944964.			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	3

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Course Title: Switch Presentation – Part 3 of 4 – Shape the Path

Table 8-4. Displays Switch Presentation – Shape the Path Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1944965			
Course Format:	Streaming Video			
Course Description:	Conference presentation on Change Management by Dan Heath, author of the book, SWITCH: How to Change Things When Change is Hard. This series of four videos addresses motivating people to address why people often fear change and some practical techniques on addressing resistance to change. This video is part 3, Shape the Path. All rights to the Switch videos are owned by the Heath Brothers LLC. (Copyright 2011) The videos may not be shown, distributed, downloaded, shared, or altered without the written consent of the owners.			
Target Audience:	All VA Employees			
Course Affiliation:	Transformational Leadership			
Duration:	0.30 hours			
Max Class Size:	NA			
Registration Link:	To register, visit https://www.tms.va.gov and search for NFED 1944965.			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	2
		Global perspective	Ensures strategic alignment	2

Course Title: Switch Presentation – Part 4 of 4 – The Next Steps for Change

Table 8-5. Displays Switch Presentation – The Next Steps for Change Course Details

Course Details	Descriptions			
TMS Item Number:	NFED 1944966			
Course Format:	Streaming Video			
Course Description:	Conference presentation on Change Management by Dan Heath, author of the book, SWITCH: How to Change Things When Change is Hard. This series of four videos addresses motivating people to address why people often fear change and some practical techniques on addressing resistance to change. This video is part 4, The Next Steps for Change. All rights to the Switch videos are owned by the Heath Brothers LLC. (Copyright 2011) The videos may not be shown, distributed, downloaded, shared, or altered without the written consent of the owners.			
Target Audience:	All VA Employees			
Course Affiliation:	Transformational Leadership			
Duration:	0.15 hours			
Max Class Size:	NA			
Registration Link:	To register, visit https://www.tms.va.gov and search for NFED 1944966.			
Competency Addressed:	Model	Category	Competency	Proficiency Level
	Leadership	Leading change	Communicates vision and drives change	2

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Appendix A: Travel Policy

Memorandum

**Department of
Veterans Affairs**

Date: JUN 1 0 2011

From: Dean VA, Learning University

To: All VA Employees

Subj: VA Human Corporate Investment Program – Travel Guidance

1. The VA Learning University (VALU) continues to provide a variety of training opportunities to better meet the needs of the Department of Veterans Affairs employees and serve our customers. In support of the VA Learning University's charter we also provide to the VA employee travel funding for the programs that are VALU sponsored. The current VA Corporate Travel Policy, dated July 16, 2010 is still in effect.

2. We strongly encourage you to take online training, such as webinars and web-based courses, and to attend classes that are held locally, within 50 miles of the participant's duty station. All training must be approved by a supervisor. Supervisors and approving officials are accountable for ensuring approved travel is advantageous to the government and every effort to minimize the cost of official travel has been considered to the extent practicable. For VA offices outside the United States or VA facilities that would like to schedule delivery of a course near your site for a specific audience, contact VALU.training@va.gov for more information.

3. In accordance with Federal Travel Regulation (FTR), local travel is defined as travel within a 50 mile radius of the participant's duty station and the participant spends less than 12 hours per day including travel and training time. Local travel for training will be paid by the participant's local facility or office in accordance with the participant's local standard travel policy and procedures. Local travel will not be funded using the VA corporate training account.

4. All Temporary Duty Travel (TDY) expenditures for VA corporate training requires submission of a travel authority through FedTraveler and will be reimbursed by VALU if the following policy is adhered to and travel is requested and approved prior to the start of the training class. All TDY travel arrangements must be made via Alternate Preparers located at the local duty station using the Alternate Station-Funded Travel Authorization Feature in FedTraveler.com.

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Participants may contact their local travel office to find out who is designated as the alternate preparer for their local station. Please click here for a template and guidance. While this guidance is not conclusive, it does guarantee fiscal compliance and a more favorable and expeditious experience.

for *Arth P. McMahon, Ph.D*

Alice Muellerweiss

Appendix B: All Employee Competencies

VA identified six broad All Employee competency categories that apply to all employees at VA. Each category includes more specific competencies, which define success for all roles across the Department.

A sample competency definition is presented below. Note that:

- The competency category is identified and described (i.e., Communication)
- The name of the competency and definition is presented (i.e., Demonstrates effective written communication skills)
- Five proficiency levels are identified (e.g., Novice, Foundational, etc.)
- Each proficiency level is defined by specific behavioral indicators (e.g., Writes basic communication…)

Communication. Demonstrates mastery of oral, non-verbal, and written communications principles.

Demonstrates effective written communication skills. Selects appropriate communication channels and tools using appropriate media and technology. Conveys written information in a clear, concise, organized, and convincing manner for the intended audience.

Proficiency Level	Behavioral Indicators
1 – Novice	• Writes basic communications (e.g., an email requesting straightforward information), proofreading before sending to others. • Uses appropriate grammar, punctuation, and spelling. • With guidance, applies the Department's style and format guidelines to written products.
2 – Foundational	• Drafts concise, straightforward summaries of information (e.g., portions of plans/reports). • Prepares routine written communications that are accurate, clear, concise, and well-organized. • Answers routine or basic questions to internal and external customers appropriately (e.g., tone, detail) and when responding in writing.
3 – Intermediate	• Prepares reports, summaries, or recommendations independently; written communications require little to no editing. • Reviews and edits materials prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines.
4 – Advanced	• Writes complex documents, using clear terminology and a concise format as appropriate for decision makers. • Tailors written communications to address the most critical issues in a compelling and diplomatic manner. • Writes clear, concise issue papers or policy documents on complex topics, such as establishing VA-wide guidance or guidelines.
5 - Expert	• Prepares highly complex written communications for national distribution that have significant implications for the VA. • Communicates persuasively in writing to multiple stakeholders about programs, projects, and proposals.

The image above is a screen shot of the first table (Leading People) on page four of this document.

1 Communication

Demonstrates mastery of oral, non-verbal, and written communications principles.

1.1 Demonstrates effective written communication skills

Demonstrates effective written communication skills. Selects appropriate communication channels and tools using appropriate media and technology. Conveys written information in a clear, concise, organized, and convincing manner for the intended audience.

Proficiency Level	Behavioral Indicators
1 – Novice	• Writes basic communications (e.g., an email requesting straightforward information), proofreading before sending to others. • Uses appropriate grammar, punctuation, and spelling. • With guidance, applies the Department's style and format guidelines to written products.
2 – Foundational	• Drafts concise, straightforward summaries of information (e.g., portions of plans/reports). • Prepares routine written communications that are accurate, clear, concise, and well-organized. • Answers routine or basic questions to internal and external customers appropriately (e.g., tone, detail) and when responding in writing.
3 – Intermediate	• Prepares reports, summaries, or recommendations independently; written communications require little to no editing. • Reviews and edits materials prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines.
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5 – Expert	• Prepares highly complex written communications for national distribution that have significant implications for the VA. • Communicates persuasively in writing to multiple stakeholders about programs, projects, and proposals.

The first row in the table above defines the competency, **Demonstrates effective written communication skills**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

1.2 Demonstrates effective oral communication skills

Demonstrates effective oral communication skills. Verbally communicates ideas and issues in a clear and convincing manner as appropriate to the audience. Seeks feedback to determine that understanding has occurred. Recognizes impact of own non-verbal signals on others and demonstrates positive non-verbal behavior (e.g., eye contact, facial expressions, gestures and posture).

Proficiency Level	Behavioral Indicators
1 – Novice	• Provides verbal updates on work assignments/task status to immediate supervisors and others as directed. • Uses appropriate language and grammar when speaking to others. • Demonstrates a basic understanding of appropriate non-verbal communication (e.g., makes eye contact).
2 – Foundational	• Presents information in own area of expertise to small or moderately-sized groups. • Communicates information clearly and concisely to avoid miscommunications. • Asks questions to make sure information conveyed has been understood. • Answers basic or routine questions from customers, vendors, or other individuals and tailors responses appropriately.
3 – Intermediate	• Chairs team meetings and facilitates group discussion. • Makes oral presentations to a variety of audiences of varying size, conveying main ideas and supporting points clearly and concisely. • Adapts verbal communications to diverse audiences, their level of understanding, and needs (e.g., different language, special needs).
4 – Advanced	• Takes a lead role in delivering presentations and briefings for high-level internal and external stakeholders. • Clearly explains benefits of programs and policies to stakeholders to improve understanding and gain buy-in. • Responds to difficult/complex questions with ease, responding promptly and accurately in a clear, concise, credible, and courteous manner.
5 – Expert	• Presents highly complex information articulately when meeting with key executives or public officials, including issues with high-visibility. • Communicates sensitive information on topics in vague or uncertain situations without misleading the audience. • Produces enthusiasm and fosters an atmosphere of open exchange and support through verbal communications.

The first row in the table above defines the competency, **Demonstrates effective oral communication skills.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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2 Interpersonal Effectiveness

Demonstrates mastery of interpersonal interaction, encourages diversity, develops collaborative relationships, and contributes to a culture of civility and trust.

2.1 Demonstrates empathy

Demonstrates empathy. Treats others with courtesy, sensitivity, and respect, contributing to a culture of civility. Builds trust and commitment by acknowledging, valuing, and appropriately responding to others' feelings, requests, and concerns.

Proficiency Level	Behavioral Indicators
1 – Novice	• Conveys respect for others by consistently communicating in a courteous manner. • Gives others the opportunity to share their views and waits to speak until others have finished making their points.
2 – Foundational	• Carefully listens to others' ideas and concerns and appropriately responds to questions. • Paraphrases what others have stated to demonstrate understanding of messages received.
3 – Intermediate	• Sets other people at ease by creating a relaxed atmosphere and open dialogue. • Builds rapport by asking open-ended questions and accurately restating and reflecting concerns or feelings expressed by others. • Encourages civility by setting expectations for courteous and respectful behavior. • Works out differences without involving management when possible.
4 – Advanced	• Forms effective working relationships even in difficult and sensitive situations. • Leaves people feeling their ideas have been heard, understood, and valued even when there is disagreement. • Presents difficult or sensitive information respectfully (e.g., constructive feedback), focusing on the issue rather than the person.
5 – Expert	• Maintains a calm, open demeanor while resolving highly sensitive or controversial issues; models civility. • Champions a culture of civility, promoting respectful behavior and confronting incivility. • Provides guidance and expertise in navigating complex interpersonal interactions.

The first row in the table above defines the competency, **Demonstrates empathy.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

2.2 Fosters diversity and inclusion

Fosters diversity and inclusion. Values and leverages all aspects of human diversity to achieve the vision and mission of the organization. Contributes to an atmosphere of open communication and inclusiveness by seeking out diverse ideas, opinions, and insights and respecting the differing values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.	

Proficiency Level	Behavioral Indicators
1 – Novice	• Explains the rationale for and essential components of VA's diversity-related policies and practices. • Seeks supervisory guidance when unsure how to handle matters related to diversity. • Actively applies knowledge obtained in diversity and sensitivity training.
2 – Foundational	• Responds to others in a culturally sensitive manner. • Recognizes inappropriate behavior and seeks coaching for how to address it. • Demonstrates respect for and openness to alternative points of view and diverse ideas.
3 – Intermediate	• Encourages others to embrace and respect diversity and inclusiveness. • Seeks out diverse ideas and alternative points of view. • Involves people with diverse backgrounds in solving problems.
4 – Advanced	• Educates and advises others on all types of diversity (cultural, racial, occupational, generational, etc.) and inclusion. • Encourages others from different backgrounds (in all types of diversity) to share their ideas and experiences. • Takes appropriate action to address acts of intolerance or discrimination.
5 – Expert	• Develops a culture that encourages and reinforces the open exchange of ideas and inclusive and diverse work teams. • Actively champions and promotes VA's diversity-related and cultural awareness policies and programs.

The first row in the table above defines the competency, **Fosters diversity and inclusion.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

2.3 Contributes to high-performing teams

Contributes to high-performing teams. Encourages and facilitates cooperation and collaboration among all team members by seeking opportunities to contribute to team goals, share information and knowledge, and support others.

Proficiency Level	Behavioral Indicators
1 – Novice	• Participates in team meetings and events. • Provides assistance and information to team members when asked. • Follows through on commitments to the team.
2 – Foundational	• Proactively seeks opportunities to assist others with tasks. • Works collaboratively with all team members to accomplish shared goals. • Shares relevant knowledge and experience with others.
3 – Intermediate	• Shares ideas proactively with team members, encouraging others to do the same. • Understands different team members' roles, how these various roles interact with each other, and the resulting impact on workflow. • Shares knowledge and skills, providing training to others to help them acquire knowledge or develop skills.
4 – Advanced	• Uses the strengths and development needs of each team member to organize work effectively and foster development. • Creates opportunities for sharing knowledge, experiences, and best practices within and across work units and organizations. • Mentors and coaches others to be more effective contributors to the team.
5 – Expert	• Establishes communication processes that ensure work activities are well-integrated and knowledge is shared across teams, business units, or organizations. • Guides others to become effective mentors and coaches; facilitates learning in the organization.

The first row in the table above defines the competency, **Contributes to high-performing teams.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

3 Critical Thinking

Uses systematic approaches to gather, analyze, and evaluate information to make sound, well-informed, and timely decisions or recommendations.

3.1 Demonstrates good judgment

Demonstrates good judgment. Recognizes relevance of information. Identifies, evaluates, and assimilates information from multiple sources. Translates data into meaningful information. Examines and considers all aspects of a situation, including its context and complexity, in order to identify the best course of action and reach an informed decision.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Determines when it is appropriate to make a decision on his or her own and when it is appropriate to seek help. • Makes sound and timely decisions in well-defined, low-risk situations that affect own work.
2 – Foundational	• Makes sound and timely decisions about own work based on policy, logic, and empathy. • Considers alternative courses of action when making decisions. • Recognizes when information is lacking and seeks out additional information to assist in decision-making.
3 – Intermediate	• Interprets data to identify relationships, issues, assumptions, and emerging trends in order to make recommendations for change or improvement. • Makes sound and timely recommendations and/or decisions in a variety of situations, including those that affect others' work; uses decision-making tools as appropriate (e.g., decision trees). • Considers alternative courses of action and makes decisions that take into consideration future risks and opportunities.
4 – Advanced	• Integrates and analyzes complex data from multiple sources; identifies connections between seemingly unrelated information. • Thoroughly considers and accurately evaluates the costs, risks, and benefits of alternatives and chooses the best courses of action for which the benefits outweigh the risks. • Makes decisions and takes action when complete knowledge and information are not available
5 – Expert	• Develops measurement systems to analyze current processes. • Makes timely decisions or recommendations regarding highly complex technical, administrative, or policy issues and in sensitive, difficult, and ambiguous situations that have significant organizational impact.

The first row in the table above defines the competency, **Demonstrates good judgment.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

3.2 Demonstrates creative problem solving skills

Demonstrates creative problem solving skills. Identifies and analyzes problems and their root causes. Generates creative ideas and potential solutions. Resolves barriers and chooses course of action that optimize chances of achieving desired outcomes.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Recognizes and refers issues that deviate from standard practice to immediate supervisor. • Identifies problems and information that may be relevant to a solution. • Applies clear and concise guidelines to resolve routine problems.
2 – Foundational	• Identifies and communicates barriers to performing daily duties. • Identifies problems, considers available information, and evaluates alternative solutions to problems affecting own work.
3 – Intermediate	• Identifies barriers that interfere with achieving team goals and serving Veterans and independently develops possible solutions. • Anticipates potential problems and takes or proposes corrective actions. • Generates multiple ideas for addressing barriers or problems; is not limited to suggesting conventional approaches.
4 – Advanced	• Synthesizes information from internal and external sources to address complex issues (e.g., applying information from VACO to VISN or VBA Regional Office problem; updating guidelines with new technologies). • Manages a group's problem solving process, assisting others in staying focused on the current problem and systematically working through the issue. • Develops new and innovative methods for addressing barriers and problems.
5 – Expert	• Identifies and resolves problems of particular difficulty, sensitivity, or strategic importance that cross organizational (i.e., VACO, VHA, VBA, NCA) lines. • Generates highly novel and groundbreaking solutions to complex problems.

The first row in the table above defines the competency, **Demonstrates creative problem solving skills.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

4 Organizational Stewardship

Takes responsibility and initiative, sets and meets priorities, follows through on commitments, safeguards information, and organizes and uses time and resources to achieve desired results.

4.1 Exemplifies integrity

Exemplifies integrity. Behaves in an honest, fair, respectful, and ethical manner. Puts VA mission and values before own self interests. Upholds the VA's high standards of integrity and ethics.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Explains the VA's standards of ethical conduct and the implications for violating ethical standards. • Completes required ethics awareness training. • Recognizes and seeks guidance when dealing with an ethical dilemma.
2 – Foundational	• Brings concerns about ethical issues to the attention of supervisors or managers. • Demonstrates integrity in work assignments and in working with others.
3 – Intermediate	• Consistently balances the needs of the VA with the best interests of Veterans or customers. • Acts ethically and in line with VA values in performing duties, regardless of internal and external pressures. • Advises others on VA's ethical standards and policies.
4 – Advanced	• Participates in ethical boards or forums. • Identifies unusual and/or complex ethical dilemmas and takes necessary action to resolve unethical conduct in a fair and timely manner. • Leads/directs others by modeling ethical behaviors.
5 – Expert	• Proactively identifies potential ethical issues and provides guidance to staff. • Maintains the highest ethical standards, even when actions may negatively impact self or stakeholders. • Supports responsible dissent and the reporting of ethical violations.

The first row in the table above defines the competency, **Exemplifies integrity.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

4.2 Demonstrates accountability

Demonstrates accountability. Performs work in a thorough and conscientious manner, ensuring that work products and services provided are accurate and complete. Follows through on commitments. Accepts and assumes responsibility for one's own actions. Follows relevant policies and procedures. Knows when to ask for help and seeks guidance when necessary.

Proficiency Level	Behavioral Indicators
1 – Novice	• Completes assigned tasks in a timely manner. • Takes personal responsibility for own actions.
2 – Foundational	• Follows policies and procedures with minimal guidance. • Notifies supervisor when obligations are unable to be met so that alternative plans can be made.
3 – Intermediate	• Keeps supervisor and stakeholders informed of changes in schedules and deliverables. • Conveys to others the importance of accomplishing goals and delivering results on time.
4 – Advanced	• Takes responsibility for work unit or project outcomes, regardless of positive or negative results. • Establishes expectations for self and/or work unit so that goals are reasonable and achievable and projects are set up to succeed.
5 – Expert	• Provides guidance and communicates methods for achieving results to correct failed or delayed department-level efforts. • Ensures a culture of accountability among others by defining roles and responsibilities. • Guides others in the interpretation and application of policies, procedures and guidelines.

The first row in the table above defines the competency, **Demonstrates accountability**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table

4.3 Organizes and prioritizes work

Organizes and prioritizes work. Plans work, manages time, and balances priorities, taking into consideration VA's mission. Sets short- and/or long-term goals and determines strategies to achieve them. Monitors progress toward goals, evaluates outcomes, and makes appropriate adjustments.

Proficiency Level	Behavioral Indicators
1 – Novice	• Organizes assigned tasks to accomplish them on time. • Seeks guidance on setting work/task priorities and follows priorities as assigned. • Maintains appropriate files and records to document progress toward goals.
2 – Foundational	• Sets measurable goals for self that are on target with departmental goals. • Systematically breaks large tasks down into smaller, more manageable subtasks. • Prioritizes work on subtasks based on project timelines and scheduled tasks.
3 – Intermediate	• Determines when additional resources are required to complete tasks. • Uses effective strategies to balance multiple projects and ensure completion of all assigned tasks. • Prepares plans for non-routine projects to provide deliverables within established parameters (e.g., budget, resources, timeframes).
4 – Advanced	• Prepares for and manages complex projects and/or assignments that directly address organizational goals. • Reviews project plans of others, providing adequate feedback as needed. • Reallocates resources or negotiates revised deadlines when conflicting priorities impact timelines.
5 – Expert	• Evaluates department or administration progress and makes adjustments according to mission and vision. • Anticipates changing workload requirements well in advance and advocates for needed resources based on strategy and planning. • Implements multi-department, multi-year, large-scale efforts based on VA goals and strategic direction.

The first row in the table above defines the competency, **Organizes and prioritizes work.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

4.4 Makes effective use of resources

Makes effective use of resources. Identifies and effectively manages resources (e.g., material, equipment, space, and money) in order to achieve the VA's goals and objectives.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	- Explains the importance of energy and resource conservation. - Protects sensitive information, systems, and the workplace. - Maintains appropriate documentation of resource use.
2 – Foundational	- Uses resources prudently. - Identifies and reports fraud, waste, or abuse.
3 – Intermediate	- Looks beyond existing programs to identify additional ways to reduce waste and recycle. - Assists peers and co-workers with their efforts to more effectively use resources.
4 – Advanced	- Develops procedures and guidelines for appropriately managing resources. - Identifies innovative strategies to reduce operating costs.
5 – Expert	- Balances multiple departments'/units'/locations' needs to achieve optimal use of resources. - Oversees management of resources (e.g., money, equipment, security, and/or material) across multiple work units. - Partners with senior leaders to ensure effective resource management across the VA.

The first row in the table above defines the competency, **Makes effective use of resources**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

5 Veteran and Customer Focus

Understands the VA's mission and uses this knowledge to guide actions; provides outstanding customer service and represents the organization effectively.

5.1 Advocates for Veterans

Advocates for Veterans. Demonstrates awareness of the Veteran population (including generational differences), their needs, and the benefits and services available to them. Demonstrates an understanding that serving Veterans, families, and other stakeholders is VA's mission. Represents VA effectively to both internal and external audiences. Keeps respect and advocacy for Veterans at the forefront of actions.

Proficiency Level	**Behavioral Indicators**
1 – Novice	• Acts respectfully and courteously to all Veterans and their families. • Maintains Veterans' privacy. • Describes VA's basic mission and goals and the needs of the Veteran population.
2 – Foundational	• Clearly articulates VA's mission and goals to internal and external audiences. • Routinely strives to maximize service to Veterans when prioritizing and completing own work. • Presents a positive image of the VA through language and actions.
3 – Intermediate	• Participates in community or other outreach activities that are consistent with the VA's mission. • Represents the VA in a professional and respectful manner in the community.
4 – Advanced	• Identifies issues that distract from VA's mission of respect and advocacy and takes steps to address them.
5 – Expert	• Expands VA initiatives throughout the community. • Initiates and shares best practices with outside organizations/agencies to promote Veteran advocacy.

The first row in the table above defines the competency, **Advocates for Veterans.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

5.2   Meets customers' needs

Meets customers' needs. Seeks information to understand customer needs and manage expectations. Communicates with customers to provide assistance and resolve problems. Anticipates and meets expectations; follows up to ensure satisfaction and improve service quality.

Proficiency Level	Behavioral Indicators
1 – Novice	• Treats customers with respect. • Maintains documentation of customer requests and/or complaints. • Responds to questions or requests from customers in a timely and professional manner. • Refers unresolved customer complaints to supervisor.
2 – Foundational	• Manages customers' expectations to ensure that they are in alignment with applicable policies. • Identifies and recommends to customers products and services that meet their needs/objectives. • Communicates with customers to verify that products and services meet their requirements. • Identifies potential problems that could affect customer relations and informs supervisor, thereby avoiding escalation of problems or issues.
3 – Intermediate	• Gathers customer feedback to identify opportunities to enhance customer satisfaction. • Anticipates customers' needs or questions in advance. • Develops relationships with diverse customers (e.g., external offices/departments, other administrations, etc.).
4 – Advanced	• Develops processes that take into account the needs of all customers (Veterans, families, employees, staff, etc.) • Creates opportunities and strategies to enhance interdepartmental collaboration to meet customers' complex needs. • Resolves contentious situations with customers while still maintaining strong working relationships.
5 – Expert	• Develops and/or implements customer service initiatives which significantly improve quality and enhance customer satisfaction. • Prepares for the consequences of policy changes and improvements on customers.

The first row in the table above defines the competency, **Meets customers' needs.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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6 Personal Mastery

Assumes responsibility for personal well-being and career goals. Demonstrates self-awareness. Actively seeks feedback from others and takes action to improve performance, effectiveness, and resilience. Engages in continuous learning while balancing competing priorities and demands.

6.1 Exhibits self-awareness and commitment to self-development

Exhibits self-awareness and commitment to self-development. Actively seeks and acts on feedback about how one is perceived by others. Recognizes own strengths and weaknesses and takes action to improve performance and effectiveness. Takes initiative and responsibility to manage own career and pursues self-development through education, training, knowledge sharing, experiences, coaching, mentoring, and self-reflection.

Proficiency Level	Behavioral Indicators
1 – Novice	• Recognizes own strengths and weaknesses. • With prompting from others, participates in training to improve performance. • Actively listens to feedback offered by supervisors, mentors, coaches, or peers.
2 – Foundational	• Uses constructive criticism to improve performance. • Identifies areas for improvement; creates an IDP. • Seeks guidance for self-development and career advancement.
3 – Intermediate	• Actively participates in self-development and career advancement opportunities. • Asks for feedback regarding performance. • Regularly examines and applies past experiences to improve current performance.
4 – Advanced	• Obtains additional training in an effort to build subject matter expertise. • Encourages others to participate in learning opportunities and programs. • Continues to build own skills by acting as a coach/mentor.
5 – Expert	• Seeks out innovative ways for self and others to acquire new knowledge and skills that contribute to the VA mission. • Champions coaching and mentoring activities; encourages and helps others to become effective coaches and/or mentors.

The first row in the table above defines the competency, **Exhibits self-awareness and commitment to self-development.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

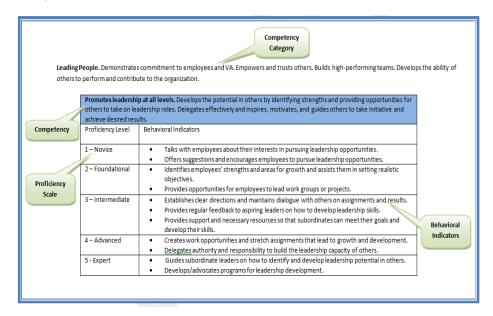## 6.2 Demonstrates resilience, agility, and a sense of urgency

Demonstrates resilience, agility, and a sense of urgency. Deals effectively with pressure and work stress, such as ambiguity, emergencies/crises, emerging conditions, and multiple tasks. Remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Examines mistakes and identifies and applies lessons learned.

Proficiency Level	Behavioral Indicators
1 – Novice	• Maintains a respectful and professional attitude even in changing conditions. • Displays a generally positive attitude and productive behavior in times of mild adversity. • With support from others, persists when faced with small obstacles or minor work pressures.
2 – Foundational	• Identifies alternative options and ways to shift priorities when conditions change. • Recovers quickly from setbacks with some encouragement from others. • Persists and remains productive when under pressure and experiencing stress. • Seeks feedback to help understand and learn from mistakes.
3 – Intermediate	• Responds appropriately to emergencies and other situations. • Adapts readily to changing work conditions with minimal support and encouragement. • Remains productive and optimistic under moderate levels of uncertainty and ambiguity.
4 – Advanced	• Analyzes unexpected outcomes and demonstrates flexibility to change processes. • Remains productive, persistent, optimistic, and even-tempered, even in the face of significant pressure, stress, or uncertainty; encourages others to do the same.
5 – Expert	• Demonstrates resilience, energy, and enthusiasm even in the face of great pressure, uncertainty, and adversity. • Helps others to overcome negative feelings or emotions and acknowledges when own emotions interfere with productivity in order to process them effectively. • Helps others analyze their setbacks and develop plans to avoid similar mistakes in the future.

The first row in the table above defines the competency, **Demonstrates resilience, agility, and a sense of urgency.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

Appendix C: Leadership Competencies

VA identified six broad leadership competency categories that apply to anyone in a formal leadership role. Each category includes more specific competencies, which define success for leadership roles across the Department.

Although these competencies are only required for formal leaders, aspiring leaders should refer to them to begin developing the skills needed for career progression into a leadership role.

- A sample competency definition is presented below. Note that:
- The competency category is identified and described (i.e., Leading People)
- The name of the competency and definition is presented (i.e., Promotes leadership at all levels)
- Five proficiency levels are identified (e.g., Novice, Foundational, etc.)
- Each proficiency level is defined by specific behavioral indicators (e.g., Talk with employees about their…)

The image above is a screen shot of the first table (Leading People) on page four of this document.

7 Leading People

Demonstrates commitment to employees and VA. Empowers and trusts others. Builds high-performing teams. Develops the ability of others to perform and contribute to the organization.

7.1 Promotes leadership at all levels

Promotes leadership at all levels. Develops the potential in others by identifying strengths and providing opportunities for others to take on leadership roles. Delegates effectively and inspires, motivates, and guides others to take initiative and achieve desired results.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Talks with employees about their interests in pursuing leadership opportunities. • Offers suggestions and encourages employees to pursue leadership opportunities.
2 – Foundational	• Identifies employees' strengths and areas for growth and assists them in setting realistic objectives. • Provides opportunities for employees to lead work groups or projects.
3 – Intermediate	• Establishes clear directions and maintains dialogue with others on assignments and results. • Provides regular feedback to aspiring leaders on how to develop leadership skills. • Provides support and necessary resources so that subordinates can meet their goals and develop their skills.
4 – Advanced	• Creates work opportunities and stretch assignments that lead to growth and development. • Delegate's authority and responsibility to build the leadership capacity of others.
5 – Expert	• Guides subordinate leaders on how to identify and develop leadership potential in others. • Develops/advocates programs for leadership development.

The first row in the table above defines the competency, **Promotes leadership at all levels.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

7.2 Inspires continual learning and development

Inspires continual learning and development. Designates resources and time for learning across the full range of development opportunities (e.g., education, training, knowledge sharing, mentoring, coaching, and assignments). Removes barriers to and encourages application of new knowledge and skills.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Describes the value of long-term development to others. • Supports development initiatives of the organization. • Encourages employee involvement in learning opportunities.
2 – Foundational	• Assists employees in developing short- and long-term career goals. • Identifies resources and opportunities for growth and development.
3 – Intermediate	• Adjusts behavior to support the different development needs of individual employees. • Allows flexibility and provides resources in accomplishing daily work to support employees' efforts to participate in training and other developmental opportunities. • Supports employees' efforts to apply what they have learned in training on-the-job.
4 – Advanced	• Provides challenging and stretch assignments to employees to leverage and improve their skills. • Allocates unit or department-level resources in support of employees' development needs. • Serves as a coach or mentor to employees, emphasizing the value of continuous development.
5 – Expert	• Creates opportunities and processes for others to develop and apply new skills in the organization. • Evaluates success of development initiatives in the organization and makes adjustments as necessary. • Establishes and supports organization-wide training and development policies that foster continual learning and development.

The first row in the table above defines the competency, **Inspires continual learning and development.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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7.3 Builds high-performing, diverse teams

Builds high-performing, diverse teams. Builds high-performing, diverse, and inclusive teams that capitalize on the skills of all members. Promotes teamwork and participative work processes in VA by building a supportive work environment where employees feel free to raise questions and concerns.

Proficiency Level	Behavioral Indicators
1 – Novice	• Encourages team members to participate in discussions. • Defines characteristics of a high performing team and ensures a common understanding of purpose and direction among members.
2 – Foundational	• Manages team in a way that builds morale and achieves results. • Fosters and models an open dialogue among team members.
3 – Intermediate	• Creates an environment that promotes collaboration among team members. • Recognizes and rewards team efforts and individual accomplishments.
4 – Advanced	• Recognizes and utilizes the strengths of all members. • Gives credit to and shares successes with the team. • Creates an environment where team members can raise sensitive issues and concerns.
5 – Expert	• Creates an overall climate in the organization that is conducive to high-performing teams by establishing expectations and reward and recognition systems that reinforce teamwork, honest communications, diversity, and inclusion.

The first row in the table above defines the competency, **Builds high-performing, diverse teams**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

8 Building Coalitions

Develops networks and builds alliances. Collaborates with stakeholders to better achieve objectives. Finds common ground with a wide range of stakeholders and uses these contacts to build and strengthen internal support bases to better serve Veterans.

8.1 Drives integration

Drives integration. Recognizes interdependencies among internal and external processes, resources, and capabilities. Demonstrates understanding of how Administrations, Staff offices, stakeholders, partners, and customers work together to achieve the VA's mission. Applies a departmental perspective when planning, coordinating, and communicating the organization's policies and processes. Considers cross-organizational requirements and information-sharing needs so that initiatives are integrated across organizational lines.

Proficiency Level	Behavioral Indicators
1 – Novice	• Explains how organizational units and external stakeholders work together to fulfill the VA's mission.
2 – Foundational	• Encourages others to make decisions with all key stakeholders in mind. • Keeps work unit's stakeholders updated on changes that may affect them.
3 – Intermediate	• Ensures programs and policies are integrated with needs and/or resources of key stakeholders within and outside of own department. • Champions a stakeholder perspective to decision making at all levels.
4 – Advanced	• Clearly conveys information to multiple stakeholders so that initiatives are integrated across the entire organization. • Implements processes that foster a cross-organizational approach to achieving VA's mission and strategic goals.
5 – Expert	• Creates systems and processes for sharing information to facilitate the integration of initiatives across the VA. • Considers and aligns the various perspectives and needs of the entire VA when planning, coordinating, and communicating organization's policies and processes.

The first row in the table above defines the competency, **Drives integration.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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8.2   Builds and maintains partnerships

Builds and maintains partnerships. Networks with others internally and externally. Builds and maintains strategic relationships to achieve common goals. Participates in and contributes to collaborative work by sharing information and soliciting input from others.

Proficiency Level	Behavioral Indicators
1 – Novice	• Identifies networking opportunities inside and outside of the organization. • Establishes relationships with internal and external colleagues.
2 – Foundational	• Builds upon existing and new relationships to achieve organizational goals. • Uses internal projects as opportunities to collaborate and establish strategic relationships.
3 – Intermediate	• Maintains strategic relationships and collaborates with internal and external colleagues to fulfill the organization's mission. • Identifies and works to eliminate conditions that impede within-department and across-department collaboration and knowledge sharing.
4 – Advanced	• Contributes to collaborative work by proactively sharing information and providing input and support to strategic partners. • Provides guidance to others that fosters the development of cross-department and organization partnerships.
5 – Expert	• Develops strategic partnerships with other organizations. • Creates a process and develops criteria for evaluating the success of internal and external collaborative efforts. • Possesses an extensive professional network across and outside the VA and leverages this network to contribute to the mission.

The first row in the table above defines the competency, **Builds and maintains partnerships.** The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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8.3 Demonstrates political savvy

Demonstrates political savvy. Understands how the organization works and the impact of dynamics and culture and acts accordingly. Applies sound judgment and diplomacy when dealing with others.

Proficiency Level	Behavioral Indicators
1 – Novice	• Directs complaints, makes special requests, or brings concerns to the attention of the appropriate party. • Considers impact when addressing employee expectations (e.g., working with union, relocations). • Explains to employees who the top decision makers are and their roles within VA.
2 – Foundational	• Uses necessary diplomacy when sharing opinions and stating decisions. • Maintains awareness of the organizational political climate.
3 – Intermediate	• Identifies and works within the dynamics of the organization to achieve results. • Express's needs, concerns, or requests at the appropriate time, using the appropriate method and forum.
4 – Advanced	• Views organizational dynamics/politics as a normal part of an organization and adjusts to this reality (e.g., routinely includes the process of gaining buy-in from key stakeholders in project plans). • Evaluates how changing conditions, current events, and historical contexts impact the work of the organization.
5 – Expert	• Effectively navigates complex and sensitive situations with internal and external stakeholders.

The first row in the table above defines the competency, **Demonstrates political savvy**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

8.4 Effectively manages conflict

Effectively manages conflict. Embraces differences of opinion and openly considers alternative perspectives. Manages and resolves conflicts in a constructive manner and creates a positive environment that leads to accomplishment of VA's goals. Creates and maintains an environment where employees can raise difficult issues and engage in constructive disagreements and debates.

Proficiency Level	Behavioral Indicators
1 – Novice	- Responds to conflicts as if they are an inevitable and potentially productive part of business, rather than personal attacks. - Acknowledges differences of opinion and considers alternative perspectives. - Resolves simple disagreements with others, with supervisor (or other third party) acting as mediator.
2 – Foundational	- Encourages discussion of differences of opinion as a means to stimulate healthy debate. - Addresses conflicts by providing a safe and respectful environment for each party to discuss their needs and concerns.
3 – Intermediate	- Mediates conflicts in a direct and straightforward manner that focuses on the issues and keeps the situation from escalating. - Creates an environment where employees can openly raise and debate difficult issues.
4 – Advanced	- Mediates complex conflicts and disagreements to ensure solutions that are satisfactory to all parties. - Identifies potential conflicts and proactively addresses them before they escalate.
5 – Expert	- Diffuses high-tension situations comfortably, empowering others to develop their own approaches to effective conflict resolution. - Uses conflict productively to address challenging issues without damaging relationships.

The first row in the table above defines the competency, **Effectively manages conflict**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

9 Leading Change

Positions the organization for future success by identifying new opportunities, implementing new strategies, and developing and improving products and services. Creates a culture that fosters creativity and applies innovative solutions to drive organizational change. Communicates the mission and values and provides milestones for decision-making and action.

9.1 Champions Innovation

Champions Innovation. Looks beyond current reality and the "status quo." Challenges assumptions. Creates a work environment and culture that values, fosters, and rewards creativity and innovation. Positions the organization for success by identifying, developing, and implementing new or cutting-edge programs, processes, or strategies. Anticipates the potential impact of decisions on existing delivery systems.

Proficiency Level	Behavioral Indicators
1 – Novice	• Describes trends and innovations within personal area of expertise. • Makes incremental improvements by adapting solutions from similar settings. • Recognizes and supports creative ideas proposed by others.
2 – Foundational	• Identifies new ways of performing work that may increase efficiencies. • Makes improvements by adapting solutions from loosely related settings. • Supports others in challenging the status quo.
3 – Intermediate	• Looks beyond organizational boundaries to identify opportunities for improvement. • Makes small, but meaningful shifts in programs or processes by helping to develop and implement novel ideas. • Encourages creativity of others by recognizing employee efforts to generate new ideas.
4 – Advanced	• Looks inside and outside of the government to identify opportunities for improvement or anticipated demands for improvement. • Makes significant shifts in programs, processes or overall strategy by generating novel ideas. • Develops new procedures or processes for increasing efficiencies and works with senior leaders to communicate the ideas and implement changes.

Champions Innovation. Looks beyond current reality and the "status quo." Challenges assumptions. Creates a work environment and culture that values, fosters, and rewards creativity and innovation. Positions the organization for success by identifying, developing, and implementing new or cutting-edge programs, processes, or strategies. Anticipates the potential impact of decisions on existing delivery systems.

Proficiency Level	Behavioral Indicators
5 – Expert	• Continually scans the broad environment, looking for strategic opportunities or demands for strategic change. • Transforms organizational processes, programs, and overall strategies by generating groundbreaking ideas and creating movement in an unprecedented direction. • Inspires creativity of others by challenging them to think beyond current assumptions and conventional wisdom and guiding them to generate innovative and viable new ideas.

The first row in the table above defines the competency, **Champions Innovation**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

9.2 Communicates vision and drives change

Communicates vision and drives change. Builds a shared sense of purpose and communicates the need for change. Acts as a catalyst for organizational change. Translates vision into action by inspiring others to act, while providing guideposts for decision-making and action. Recognizes challenges and deals effectively with resistance.

Proficiency Level	Behavioral Indicators
1 – Novice	• Communicates the vision and need for change to others within own work group. • Follows guidelines for decision-making that have been established to achieve changes.
2 – Foundational	• Translates the organization's vision for the future into work group actions and provides direction by helping employees understand what is important. • Communicates the work unit's mission and vision clearly to others. • Addresses challenges and resistance to implementing changes with guidance.
3 – Intermediate	• Creates a vision that is simple, clearly captures a desired future state, and provides direction by helping employees see their role in achieving that vision. • Communicates the work unit or department's vision in a way that establishes a shared understanding of the desired future state of VA.
4 – Advanced	• Creates a compelling vision and communicates it in a way that motivates and mobilizes employees to help achieve it. • Translates broad organizational goals into well-defined strategies, plans, priorities, and assignments. • Anticipates challenges and resistance to implementing planned changes and develops strategies to address them.
5 – Expert	• Creates a vision that guides the short and long-term activities of VA at every level or the Department. • Communicates a vision for the future in a way that inspires and captures employee's imagination. • Considers various viewpoints from internal and external sources when developing new organizational mission and vision.

The first row in the table above defines the competency, **Communicates vision and drives change**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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10 Results Driven

Guides and inspires others to achieve results and improve organizational effectiveness and efficiency. Implements effective control measures. Fosters a climate of reasonable risk taking.

10.1 Fosters reasonable risk taking and drives execution

Fosters reasonable risk taking and drives execution. Determines priorities and sets clear objectives for workgroup. Defines evaluation criteria and continuously collects, shares, and evaluates data to improve organizational efficiency and effectiveness. Takes calculated risks to accomplish organizational objectives and empowers employees to do the same.

Proficiency Level	Behavioral Indicators
1 – Novice	• Prioritizes day-to-day activities with supervisor's guidance and provides input into standard operating procedures. • Identifies performance measures and evaluation criteria that apply to own workgroup. • Clearly explains tasks and expectations to work group members.
2 – Foundational	• Monitors performance of workgroup and reports results; relates workgroup performance to organizational performance. • Identifies potential barriers to achieving results and provides recommendations for overcoming them. • Identifies the potential costs and benefits of taking specific business risks.
3 – Intermediate	• Analyzes performance measure data and takes action to improve or sustain performance. • Interprets organizational goals and directives and translates them into procedures and guidelines. • Makes well-reasoned recommendations for taking calculated risks based on a cost/benefit analysis.
4 – Advanced	• Establishes criteria against which project/program success will be evaluated. • Specifies data to be gathered and utilizes data and information to formulate policy and strategic plans. • Identifies potential risks and barriers; removes barriers and takes calculated risks to achieve results.

Fosters reasonable risk taking and drives execution. Determines priorities and sets clear objectives for workgroup. Defines evaluation criteria and continuously collects, shares, and evaluates data to improve organizational efficiency and effectiveness. Takes calculated risks to accomplish organizational objectives and empowers employees to do the same.	
Proficiency Level	Behavioral Indicators
5 – Expert	• Specifies data to be gathered and develops systems for collecting and sharing data on progress towards achieving organizational objectives. • Sets organizational goals and performance measures based on the VA's mission/vision/values. • Establishes a climate of reasonable risk-taking, empowering and rewarding employees who demonstrate entrepreneurial behavior and the ability to take calculated risks.

The first row in the table above defines the competency, **Fosters reasonable risk taking and drives execution**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

10.2 Fosters accountability to Veterans

Fosters accountability to Veterans. Acts in a manner that instills public trust while accomplishing the mission. Ensures compliance with established control systems and rules. Holds self and team members accountable for measurable, high-quality, timely, and cost-effective results. Balances competing demands, and employs sound management processes and procedures to ensure that Veteran, employee, and other stakeholder interests are well-served.

Proficiency Level	Behavioral Indicators
1 – Novice	• With guidance, ensures that established control systems and rules have been correctly followed. • Maintains accountability when faced with competing demands and priorities.
2 – Foundational	• Monitors and ensures adherence to established control systems and rules. • With guidance, measures work quality against established standards. • Holds employees accountable for achieving results.
3 – Intermediate	• Contributes to establishing control systems and rules. • Guides employees in prioritizing among tasks with competing deadlines and balancing the needs of varied stakeholders. • Identifies or establishes quality standards and holds employees accountable.
4 – Advanced	• Creates formal systems for monitoring progress and holds teams/units accountable for meeting or exceeding goals. • Assumes ownership for own and organizational mistakes and takes steps to mitigate their impact. • Leverages lessons learned from mistakes and failures to improve the VA.
5 – Expert	• Models behavior that instills public trust, balancing achieving results with the highest ethical standards. • Balances multiple competing demands to develop solutions that optimize outcomes for employees, Veterans, and other key stakeholders. • Designs enterprise-wide mechanisms for taking corrective actions when aspects of the VA mission are not being met.

The first row in the table above defines the competency, **Fosters accountability to Veterans**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

11 Global Perspective

Demonstrates a broad view of the VA's mission, strategic priorities, and role within the Federal Government and broader community (e.g., healthcare community, public at large). Understands and integrates stakeholder perspectives and takes action to improve delivery of benefits and services to Veterans.

11.1 Ensures strategic alignment

Ensures strategic alignment. Promotes an awareness of all factors that influence desired outcomes, including economic, political, technical, demographic, environmental, and social trends that affect the Veteran. Examines key national policies and VA strategic plans to develop and implement plans, objectives, and measures with a short and long-term perspective. Aligns organizational objectives and practices with public interests and needs.

Proficiency Level	Behavioral Indicators
1 – Novice	- Describes the major internal and external factors that affect the organization. - Explains at a basic level how changing conditions, current events, and historical contexts influence own work and unit's work.
2 – Foundational	- Keeps abreast of current events and changes in policy and legislation; describes how these events and changes could potentially impact the VA. - Ensures work group goals and priorities are consistent with the VA Strategic Plan, as well as public interests and needs.
3 – Intermediate	- Educates others on how major internal and external factors affect the organization. - Evaluates how changing conditions and current events will impact work group and incorporates this information when making plans and decisions. - Responds to external changes that affect programs and policies (e.g., changes in administration or a new Veteran-related bill) by refocusing efforts, redistributing resources, or otherwise overcoming roadblocks.
4 – Advanced	- Conducts environmental scanning to stay abreast of relevant, emerging trends and uses this information to adjust goals and priorities as needed. - Contributes to the development of long-term goals by recommending effective strategies that take into account external factors that may impact the VA. - Anticipates how work processes may be affected by changes in the external environment and develops alternatives.

Ensures strategic alignment. Promotes an awareness of all factors that influence desired outcomes, including economic, political, technical, demographic, environmental, and social trends that affect the Veteran. Examines key national policies and VA strategic plans to develop and implement plans, objectives, and measures with a short and long-term perspective. Aligns organizational objectives and practices with public interests and needs.

Proficiency Level	Behavioral Indicators
5 – Expert	- Demonstrates expertise in internal and external factors impacting the VA and shares this expertise broadly to enhance the understanding of others. - Forecasts the probability of future trends and external factors relevant to the VA and Veterans, evaluates their impact, and takes proactive action. - Creates and implements strategic programs or initiatives (e.g., Veteran Reintegration, Ending Veteran Homelessness) based on stakeholder needs and views, public interests, and organizational objectives.

The first row in the table above defines the competency, **Ensures strategic alignment**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

11.2 Enhances outcomes for Veterans

Enhances outcomes for Veterans. Models commitment to public service and advocacy for Veterans. Uses multiple modalities to clearly and regularly communicate the VA's mission, vision, and values both internally and externally. Encourages and empowers employees to ensure their daily work is focused on supporting or providing better services to Veterans and other stakeholders.

Proficiency Level	Behavioral Indicators
1 – Novice	• Demonstrates commitment to serving Veterans and other members of the public. • Demonstrates understanding of Veterans' needs and their impact on daily operations. • Explains the VA's role in advocating for Veterans both inside and outside the VA.
2 – Foundational	• Provides coaching and guidance to employees to ensure their daily work is focused on supporting or providing better services to Veterans and other stakeholders. • Reviews policies and procedures on a regular basis to ensure they are consistent with public needs. • Encourages and supports employee participation in various public service programs targeted at awareness of Veterans and their needs.
3 – Intermediate	• Uses Veteran feedback to make improvements that better support the VA's mission. • Reinforces employee actions that are Veteran and customer focused through rewards, recognition, and feedback.
4 – Advanced	• Guides others in advocating for Veterans and other stakeholders. • Creates a climate that is Veteran and customer-centric, empowering employees to continually improve the VA's services. • Strategizes with other leaders to develop action plans to meet public needs.
5 – Expert	• Champions the VA mission internally and externally to further the VA's strategic objectives. • Creates strategic direction that is customer and Veteran-centered; evaluates current outcomes and provides direction for continuous improvement. • Models dedication and passion for serving Veterans in daily actions and speech; inspires other leaders to follow suit.

The first row in the table above defines the competency, **Enhances outcomes for Veterans**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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12 Business Acumen

Demonstrates exceptional judgment and applies resource allocation and management skills to optimize business operations and quality of service.

12.1 Applies forward-looking human capital management principles

Applies forward-looking human capital management principles. Identifies staffing needs and builds a diverse workforce based on organizational strategy, priorities, and budget considerations. Leads comprehensive succession management and workforce development efforts. Evaluates performance fairly and accurately and effectively rewards and recognizes employee performance.

Proficiency Level	Behavioral Indicators
1 – Novice	• Identifies high potential employees and encourages their development. • Provides fair and accurate input into performance appraisals for others. • Acts consistently with HR policy.
2 – Foundational	• Prioritizes current human capital needs to meet organizational priorities within the constraints of budget allowances. • Ensures that succession management activities initiated by HR are completed and that leaders within own organization have individual development plans. • Evaluates performance fairly and differentiates rewards and recognition based on performance.
3 – Intermediate	• Forecasts future human capital needs to meet future organizational priorities within the constraints of budget allowances and partners with HR to source, select, and develop necessary talent. • Leads efforts to create succession management activities tied to strategic needs and reinforces the importance of manager support of employee development. • Identifies poor performers and creates opportunities for them to improve performance; identifies opportunities for ADR (Alternative Dispute Resolution) when necessary.
4 – Advanced	• Leads efforts to create succession management activities that will develop the next generation of leaders and rewards managers who support employee development. • Ensures that managers are fairly managing performance, providing feedback on an ongoing basis, and regularly rewarding/recognizing superior performance. • Proactively partners with HR to generate a system of HR practices that will most effectively source, select, and develop talent to meet strategic needs.

Applies forward-looking human capital management principles. Identifies staffing needs and builds a diverse workforce based on organizational strategy, priorities, and budget considerations. Leads comprehensive succession management and workforce development efforts. Evaluates performance fairly and accurately and effectively rewards and recognizes employee performance.	
Proficiency Level	Behavioral Indicators
5 – Expert	• Champions a culture where development of the next generation of leaders is a strategic priority and everyone embraces succession management and individual development. • Champions a culture of high performance where everyone is committed to and accountable for ongoing performance management and feedback. • Partners with HR to develop strategic programs designed to source, select, and develop talent to meet future needs.

The first row in the table above defines the competency, **Applies forward-looking human capital management principles**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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12.2 Applies sound financial and material resource management principles

Applies sound financial and material resource management principles. Demonstrates understanding of the organization's financial processes. Applies sound resource management principles, best practices, and applicable policies, regulations and laws to support operations. Aligns resources with policy, strategic direction, and priorities.	
Proficiency Level	**Behavioral Indicators**
1 – Novice	• Allocates resources efficiently (time, money, materials, people) in support of operations.
2 – Foundational	• Effectively and efficiently manages the expenditure of resources (time, money, materials, and people) in support of operations, providing justification in relation to program objectives.
3 – Intermediate	• Works with others to generate and manage financial allocations in support of strategic priorities and consistent with appropriation laws • Describes how the budget process works within the organization and/or contributes to budget discussions.
4 – Advanced	• Applies a comprehensive knowledge of Department financial processes and appropriation law to establish cost-effective organization-level (e.g., VISN, VBA Region, and MISN) budgets and/or financial processes that tap into financial resources from conventional and unconventional sources. • Guides others in making decisions regarding the expenditure of resources that is consistent with strategic initiatives.
5 – Expert	• Identifies financial resources available internal and external to the VA, and skillfully gains access to these resources. • Establishes systems to monitor expenditures within the Department to ensure that financial resources are effectively allocated to achieve goals and objectives. • Contributes to the enhancement and improvement of VA-wide financial management systems to meet organizational objectives.

The first row in the table above defines the competency, **Applies sound financial and material resource management principles**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

12.3 Employs Technology Effectively

Employs Technology Effectively. Makes effective use of technology to achieve results. Leverages technology to improve decision making and outcomes. Keeps up-to-date on technological developments and decides when technology changes are needed. Ensures access to and security of technology systems.

Proficiency Level	Behavioral Indicators
1 – Novice	• Ensures that technology resources are up-to-date, secure, and accessible.
2 – Foundational	• Ensures that technology resources are deployed efficiently.
3 – Intermediate	• Explores the adoption of alternative technological solutions to improve organizational performance, consistent with strategic priorities. • Ensures technology resources are deployed in a manner consistent with strategic priorities.
4 – Advanced	• Identifies innovative technological solutions to drive strategic priorities.
5 – Expert	• Champions innovation of technological solutions to drive strategic priorities.

The first row in the table above defines the competency, **Employs Technology Effectively**. The proficiency levels are in the left-hand side column of the table. The behavioral indicators are in the right-hand column of the table.

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VA Learning University: Your Partner for Change

Powered by ADVANCE, VALU works with VA employees and leaders like you to put effective change management in the forefront of our operations. As VA begins implementing steps to transform into a 21st century organization that is people-centric, results-driven, and forward-looking, engaging change leaders is critical.

VALU is your partner in driving this historic transformation and motivating your team to be unifying, innovative change agents that make a difference in the lives of our Veterans. VALU your potential. VALU our Veterans. Be a positive force for change.

For additional information about the VA Learning University's Leadership and Change Programs, please write to us at VALU.Training@va.gov.