

FY 00 CALENDAR (OCTOBER 1999 – SEPTEMBER 2000)

ETTA CAMPBELL, PROGRAM COORDINATOR 757-4124

SUPERVISORY AND MANAGERIAL	COST	COURSE DATES AND COURSE CODES											
		OCT 99	NOV 99	DEC 99	JAN 00	FEB 00	MAR 00	APR 00	MAY 00	JUN 00	JUL 00	AUG 00	SEP 00
Advanced Project Management	\$500				24-26 475813								
Basic Project Management	\$500	25-27 475814					6-8 475816					7-9 475817	
Building and Sustaining High Performance Project Teams	\$500					14-16 475818							
Coaching, Counseling, and Confronting	\$285	19-20 475980				23-24 475981				07-08 475982			
Dynamic Leadership	\$500			13-15 475821			27-29 475822						18-20 475823
EEO Managerial and Supervisory Refresh Train	None	TBA											
Introduction to Personnel Management	None		29 Nov-02 Dec 475809								26-29 475810		
Leadership Communications: Confidence & Competence	\$285			06-07 475946				10-11 475947				14-15 476422	
Leading Organizational Change	\$165						06 475811						
Problem Solving and Decision-Making Skills for Supervisors/Team Leaders	\$115		15 475932			28 475935			08 475934				
Shaping the Mentoring-Protege Experience	\$145		10 475936					12 475937					
Step-By-Step Strategy for Capturing New Business	\$360						28-29 482148						
Supervision I: Introduction to Supervision	\$650		15-18 475939				13-16 475940			19-22 475941		21-24 486655	
Supervision II: Shaping the Performance of Others	\$285			06-07 475942				10-11 475943				14-15 475950	
Supervisory Refresher Course	\$165	18 475938											
Turning Team Conflict into a Positive Source of Energy	\$285		08-09 475944				20-21 475945						

SUPERVISORY AND MANAGERIAL TRAINING

The transition from a team member to a team leader or supervisor is the most significant change a person will make during his or her career. Unfortunately, very little of a person's earlier work experiences prepare him or her for the transition. It is important that a supervisor possess the skills which will enable him or her to lead others as well as to manage his/ her own work load effectively.

The Naval Air Warfare Center Aircraft Division recognizes that learning is a lifelong process, and that supervisors, both new and experienced, have special training and developmental needs. To that end, we strive to provide a program of on-site courses which will meet the needs of these individuals. The courses which we have designed are based on the competencies which have been established by the Navy in the Civilian Leadership Continuum. These competencies, documented within this text, reflect key supervisory tasks performed by all supervisors, regardless of their place in the organization.

NEW SUPERVISORS

Each new supervisor, in conjunction with his or her first level supervisor, must prepare an Individual Development Plan based on personal and organizational needs within forty-five (45) calendar days of appointment to the supervisory position. The IDP should reflect the competencies stated in the civilian leadership continuum. The courses which a new supervisor can choose from to ensure that they possess the proper background in supervisory skills include:

- Introduction to Personnel Management for Supervisors*¹
- Supervisory Skills I: Introduction to Supervision*
- Supervisory Skills II: How to Motivate Others*
- Introduction to Project Management
- Team Skills and Concepts (TQL course)
- Leadership Communication: Confidence & Competence
- Leading Organizational Change
- Advance Project Management
- Shaping the Mentor experience as a Mentor
- The Science of Leadership and the Art of Gaining Followers (TQL course)
- The Seven Habits of Highly Effective People

* Mandatory for all new supervisors during probationary period.

¹ This course is required for all new supervisors within 6 months of appointment to supervisory position. It is also highly recommended for experienced supervisors who are new to the command.

PROGRAM CERTIFICATION

New supervisors should strive to complete a total of 100 hours of supervisory training within the first eighteen months of appointment. Those individuals who meet this goal will receive a certificate of achievement in supervision.

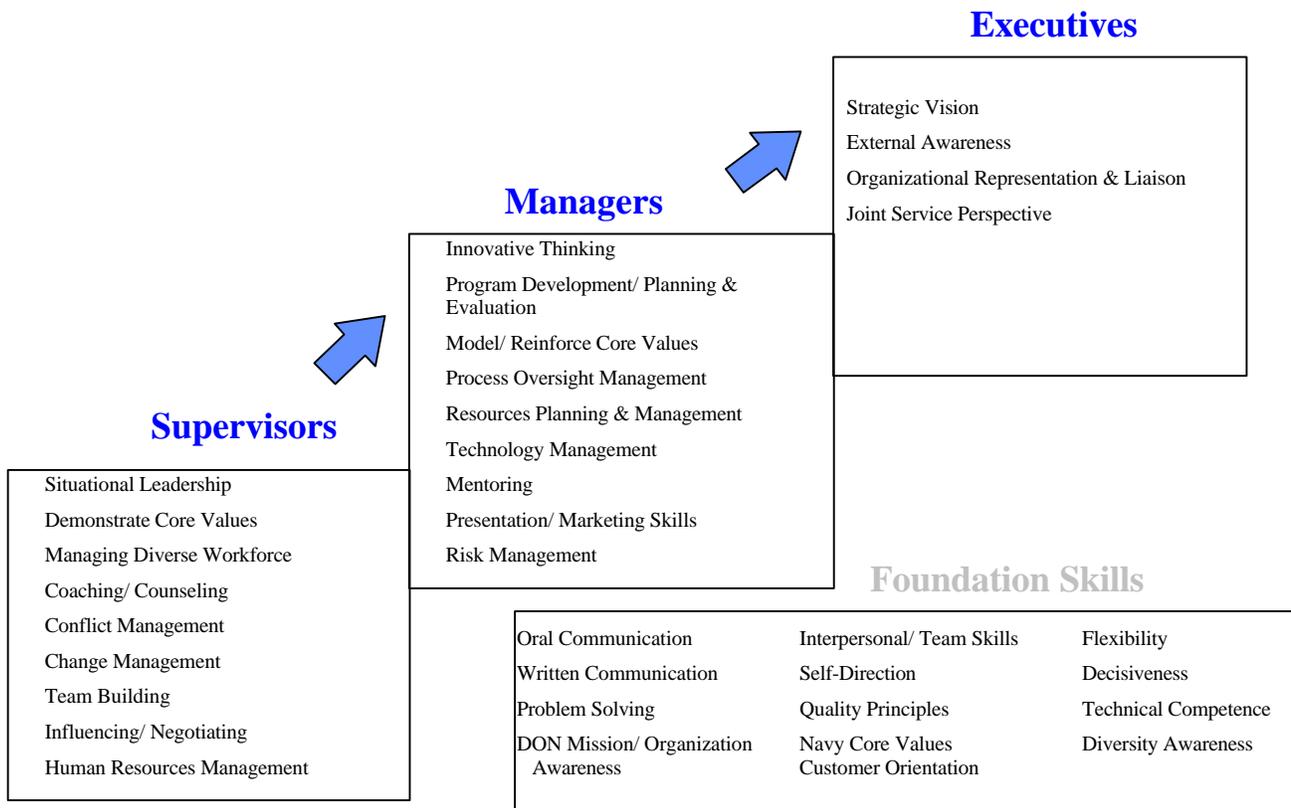
EXPERIENCED SUPERVISORS

Experienced supervisors and managers should ensure that they continue their development. The old method of a “boss” and “subordinate” is no longer valid in a competency aligned organization. Today’s supervisor requires a new set of skills including, coaching, leading, and mentoring. Leadership becomes critically important during transition periods. Any of the courses which were mentioned above would enhance the skills of a seasoned supervisor.

PRE-SUPERVISORY DEVELOPMENT

Many professionals desire to move into management positions. In order to assist their development, we are offering Dynamic Leadership. This workshop provides the opportunity for employees to prepare for the transition to leadership by assessing their capabilities and interests in supervision. Individuals who do not occupy positions which are designated as supervisory are welcome to sign up for all other classes as space permits.

Civilian Leadership Development Continuum



COURSE TITLE:	ADVANCED PROJECT MANAGEMENT	
VENDOR:	Stanley E. Portny & Associates 44 Dorison Drive Short Hills, NJ 07078	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE:	DATE:	NOMINATION DEADLINE:
475813	24–26 January 00	27 December 99
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This program is designed to provide advanced skills and techniques for effective project planning, organizing and control. Topics will include:</p> <ul style="list-style-type: none"> • Successful Matrix Management; • Conflict Management and Resolution; • Management versus Leadership; • Keys to Successful Interpersonal Relations; • Techniques to Facilitate Effective Communication; • How to Develop and Use Power and Influence; • Overview of the Elements of a Successful Project Team; • How to Create and Sustain Motivation and Enthusiasm; • Benefit Cost Analysis as a Project Decision Support Tool; • Advanced Tips to Support Improved Product, Schedule and Resource Planning; • Developing the Project Budget; • Project Risk Management; • Project Management Information Systems: Schedule, Labor and Funds • Earned Value Analysis, Progress Monitoring and Project Reporting; and • The Post Project Evaluation. 	
AUDIENCE:	Managers and team members of small, medium and large projects, as well as others who support projects.	
LENGTH:	3 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$500	

COURSE TITLE:	BASIC PROJECT MANAGEMENT	
VENDOR:	Stanley E. Portny & Associates 44 Dorison Drive Short Hills, NJ 07078	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475814 475816 475817	DATES: 25-27 October 99 06-08 March 00 07-09 August 00	NOMINATION DEADLINE: 27 September 99 10 February 00 08 July 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This program will introduce participants to key techniques and approaches for effective project planning, organizing and control. Topics will include:</p> <ul style="list-style-type: none"> • Defining Project Purpose, Desired Outcomes, Constraints and Assumptions (the Statement of Work); • Identifying Key Project Participants (the Audience List); • Developing a Comprehensive List of Project Activities (the Work Breakdown Structure); • Specifying Project Roles and Responsibilities (the Linear Responsibility Chart); • Developing and Displaying a Realistic and Achievable Project Schedule (the Network Diagram, Key Events and Activities Lists and Gantt Chart); • Estimating Required Personnel Resources (the Skills Roster, Human Resources Matrix, Person Loading Chart and Person Loading Graph); • A Systematic Process for Controlling Project Schedule and Resource Expenditures; • How to Hold People Accountable over Whom You Have No Direct Authority; and • Keys for Creating and Keeping a Supportive Project Environment and a Motivated Team. 	
AUDIENCE:	Managers and team members of small, medium and large projects, as well as others who support projects.	
LENGTH:	3 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$500	

COURSE TITLE:	BUILDING AND SUSTAINING HIGH PERFORMANCE PROJECT TEAMS	
VENDOR:	Stanley E. Portny & Associates 44 Dorison Drive Short Hills, NJ 07078	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475818	DATE: 14 – 16 February 00	NOMINATION DEADLINE: 17 January 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>Participants will learn key techniques and skills for creating and sustaining high performance project teams.</p> <p>Topics will include:</p> <ul style="list-style-type: none"> • The High Performance Project Team: Goals, Roles, Processes and Relationships; • Developing the Project Team: Forming, Storming, Norming and Performing; • Project Leadership versus Project Management; • Defining Project Leader and Team Member Roles and Responsibilities; • Determining Personal Operating Style: a Self-Assessment; • Creating the Project Team Vision; • Organizing the Project Team; • How to Choose the Right People; • How to Plan for Multiple Assignments; • How to Ensure Stronger and More Productive Team Member Relationships; • Managing the Project Team During Performance; • Alternative Approaches to Project Decision Making and Conflict Resolution; • Communicating Effectively and Efficiently; and • Sustaining Project Team Motivation. 	
AUDIENCE:	Managers and team members of small, medium and large projects, as well as others who support projects.	
LENGTH:	3 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$500	

COURSE TITLE:	COACHING, COUNSELING, AND CONFRONTING	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475980 475981 475982	DATE: 19 – 20 October 99 23 – 24 February 00 07 – 08 June 00	NOMINATION DEADLINE: 14 September 99 20 January 00 07 May 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	This workshop distinguishes and defines the activities of coaching, counseling and confronting. For many formal and informal leaders, the techniques and issues surrounding these activities are difficult to identify and control. This workshop answers questions of how, when and where to perform these skills. Practical steps provide tools for effectively performing in each of these situations while maintaining a focus upon both the needs of the employee and the work responsibilities. Workshop exercises provide opportunity for participants to practice the tools and skills relative to their particular work circumstances and issues.	
AUDIENCE:	This course is designed for those in supervisory positions or those who have been designated as team leaders.	
PREREQUISITE:	None	
LENGTH:	2 Days	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.	
COST:	\$285	

COURSE TITLE:	DYNAMIC LEADERSHIP	
VENDOR:	Stanley E. Portny & Associates 44 Dorison Drive Short Hills, NJ 07078	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475821 475822 475823	DATES: 13 – 15 December 99 27 – 29 March 00 18 – 20 September 00	NOMINATION DEADLINE: 15 November 99 29 February 00 21 August 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This program is designed to define “leadership” and what it entails, study the characteristics of successful leaders, explore how effective leaders can help to ensure success and help participants determine their leadership style. Topics addressed:</p> <ul style="list-style-type: none"> • Leadership vs. Management • What Effective Leaders Do • Motives of Leaders • Key Leadership Traits • How to Motivate and Inspire Others • Self-Assessment of Personal Leadership Style • How to be an Effective Leader • The Preparation of a Leadership Development Plan 	
AUDIENCE:	This course is designed for anyone interested in leadership roles and dynamics.	
PREREQUISITE:	None	
LENGTH:	3 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$500	

COURSE TITLE:	EEO MANAGERIAL AND SUPERVISORY REFRESHER TRAINING
VENDOR:	Human Resources Department Naval Air Warfare Center Aircraft Division Patuxent River, MD 20670
DATE:	TBA
LOCATION:	TBA
ENROLLMENT:	<i>Training is given on a walk-in basis – first come, first serve</i>
TIME:	0800 - 1130
DESCRIPTION:	This EEO Refresher Training Course is required for all managers and supervisors. Team leaders would also derive benefit from this course. Topics addressed include: <ul style="list-style-type: none"> • Legal Basis • Components of an Effective EEO Program • Affirmative Employment/Special Emphasis Programs • Handling Discrimination Complaints • Prevention of Sexual Harassment
OBJECTIVE:	At the conclusion of this course, supervisors should be equipped to deal with a variety of personnel issues that affect their employees.
AUDIENCE:	All Managers and Supervisors
PREREQUISITE:	None
LENGTH:	Half Day
COST:	None

COURSE TITLE:	INTRODUCTION TO PERSONNEL MANAGEMENT	
VENDOR:	Human Resources Department Naval Air Warfare Center Aircraft Division Patuxent River, MD 20670	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475809 475810	DATES: 29 Nov – 02 Dec 99 26 - 29 June 00	NOMINATION DEADLINE: 01 November 99 26 May 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	This course is required for employees recently appointed to supervisory positions. Topics include: Employee and Labor Relations, Benefits, Prevention of Sexual Harassment, AIDS in the Workplace, Civilian Employee Assistance Program, Position Management, Staffing and Classification, Performance Appraisal Process, Employee Development, Equal Employment Opportunity and the Discrimination Complaints Process, Safety and Security.	
OBJECTIVE:	At the conclusion of this course, supervisors should be equipped to deal with a variety of personnel issues which affect their employees.	
AUDIENCE:	All newly appointed supervisors and managers within six months of their appointment to a supervisory position.	
PREREQUISITE:	None	
LENGTH:	4 Days	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS).	
COST:	None	

COURSE TITLE:	LEADERSHIP COMMUNICATIONS: CONFIDENCE & COMPETENCE	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475946 475947 476422	DATE: 06–07 December 99 10–11 April 00 14–15 August 00	NOMINATION DEADLINE: 09 November 99 13 March 00 17 July 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	This workshop is for all personnel who want to improve their leadership communication skills. It is designed to help attendees develop and renew personal effectiveness in influencing others, dealing with criticism, negotiating, asserting personal values and expectations, confronting problem behaviors and feeling in control of situations.	
OBJECTIVE:	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> • Possess the fundamental skills and practices of effective communication. • Know how to negotiate effectively for win-win solutions. • Develop a personal improvement plan for leadership communications. • Apply communication skills to real situations. • Modify own personal communication style to better communicate with others. 	
AUDIENCE:	All personnel in a supervisory or team lead position. Others are welcome to attend dependent upon space availability.	
LENGTH:	2 Days	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.	
COST:	\$285	

COURSE TITLE:	LEADING ORGANIZATIONAL CHANGE	
VENDOR:	Daniels and Associates 8327 High School Road Elkins Park, PA 19027	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475811	DATE: 06 March 00	NOMINATION DEADLINE: 01 February 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	This course is designed to help those in leadership or supervisory positions to deal with organizational change. Strategies for creating effective change and managing the impact of transition can be the determining factors in maintaining a positive work environment. Supervisors who introduce and manage change effectively can critically influence the response and performance of those they lead.	
OBJECTIVE:	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> • Recognize and manage resistance and negativity. • Energize performance and productivity. • Effectively implement change in their organization. • Monitor the consequences of change. 	
AUDIENCE:	Anyone in a team lead or supervisory position.	
PREREQUISITE:	None	
LENGTH:	1 Day	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.	
COST:	\$165 based on a minimum of 20 participants	

COURSE TITLE:	PROBLEM SOLVING AND DECISION-MAKING SKILLS FOR SUPERVISORS AND TEAM LEADERS	
VENDOR:	Leadership Dynamics Consulting Inc PO Box 327 Clements, MD 20624	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODES: 475932 475935 475934	DATES: 15 November 99 28 February 00 08 May 00	NOMINATION DEADLINE: 14 October 99 27 January 00 10 April 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	In this course, participants will learn strategies for making individual and group decisions. The course will increase your understanding of when to involve a team in decision-making and problem solving processes. You will learn how to plan, prepare, and facilitate decision-making and problem solving meetings.	
OBJECTIVE:	At the completion of this session, participants will be able to: <ul style="list-style-type: none"> • Understand and use various decision-making styles. • Build team support for goals. • Identify components of effective and ineffective meetings. • Understand the role of a meeting facilitator and recorder. • Use group process tools and strategies. • Plan and prepare for a meeting. • Formulate action plans. 	
AUDIENCE:	Anyone in a team lead or supervisory position.	
PREREQUISITE:	None	
LENGTH:	1 Day	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.	
COST:	\$115	

COURSE TITLE:	SHAPING THE MENTORING-PROTEGE EXPERIENCE	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475936 475937	DATES: 10 November 99 12 April 00	NOMINATION DEADLINE: 12 October 99 13 March 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	This is a practical workshop designed to provide potential mentors with the knowledge, coaching skills and guidance for effective performance as a mentor.	
OBJECTIVE:	At the conclusion of this course, participants should be able to: <ul style="list-style-type: none"> • Clarify the roles and limitations of a mentor. • Possess the skills and techniques associated with mentoring, coaching, negotiating, counseling and listening. • Define the relationship between the mentor and the supervisor. • Transition from formal to informal mentor • Know when it is time to terminate a mentor/mentee relationship. • Be familiar with the IDP Process and how a mentor fits into that process. 	
AUDIENCE:	All leaders GS-09 and above who intend to perform as formal or informal mentors.	
PREREQUISITE:	None	
LENGTH:	1 Day	
NOMINATIONS:	Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.	
COST:	\$145	

COURSE TITLE:	STEP-BY-STEP STRATEGY FOR CAPTURING NEW BUSINESS	
VENDOR:	SMA 2200 Wilson Boulevard Arlington, VA 22201	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE:	DATES:	NOMINATION DEADLINE:
482148	28-29 March 00	20 January 00
TIME:	8:00 a.m. – 4:30 p.m.	
DESCRIPTION:	This course teaches the fundamentals of marketing and business development, including the contributions that can be optimized by organizations to support business development efforts.	
OUTLINE:	<p>The following topics will be covered:</p> <ul style="list-style-type: none"> • Researching the Buyer • Selling Principles • Preparing the Seller for the Sale • Making the Telephone Call to Set Up the Meeting • The Three-Step Sales Interview Process • Keeping Current Clients Delighted • Strategic Marketing Planning 	
PREREQUISITE:	None	
LENGTH:	2 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class</p>	
COST:	\$360 per person	

COURSE TITLE:	SUPERVISION I: INTRODUCTION TO SUPERVISION	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475939 475940 475941	DATES: 15–18 November 99 13–16 March 00 19–22 June 00	NOMINATION DEADLINE: 15 October 99 14 February 00 18 May 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This is a practical skills workshop for all levels of personnel with responsibility for coordinating, leading, and supervising the work of others. It is designed for those in supervisory or team lead positions, and is comprised of lectures, discussions, videos, individual and group projects, skills practice and class interaction. The course content includes:</p> <ul style="list-style-type: none"> • Fundamentals of managing and leading • Interpersonal skills • Coaching/ counseling • Influencing specific performance improvements • Performing leadership and enjoying the work • Problem solving • Implementing change • Managing workload 	
AUDIENCE:	This course is designed for those in supervisory positions or those who have been designated as team leaders. It is required for all new supervisors in a probationary period.	
PREREQUISITE:	None	
LENGTH:	4 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$650	

COURSE TITLE:	SUPERVISION II: SHAPING THE PERFORMANCE OF OTHERS	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475942 475943 475950	DATES: 06 – 07 December 99 10 – 11 April 00 14 – 15 August 00	NOMINATION DEADLINE: 04 November 99 05 March 00 10 July 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This is a skills development workshop for personnel with responsibility for supervising and shaping the work performances of others. It reinforces the practices of positive coaching and problem solving with employees. Emphasis is placed upon assessing performance, dealing with complaints and grievances, dealing with difficult people, using positive discipline, developing individual performance improvement plans and gaining support for personnel actions. Strategies are discussed for developing your personal technical competencies and emotional strengths for confronting and addressing performance improvement of others. Topics include:</p> <ul style="list-style-type: none"> • Taking responsibility for the performance of others • Dealing with complaints and grievances • Dealing with conflicts • Using positive discipline • Managing a diverse workforce • Performance Appraisal 	
AUDIENCE:	This course is designed for those in supervisory positions or those who have been designated as team leaders.	
PREREQUISITE:	This course is stand-alone for seasoned supervisors. Newly appointed supervisors should take Supervision I prior to taking this course.	
LENGTH:	2 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$285	

COURSE TITLE:	SUPERVISORY REFRESHER COURSE	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475938	DATE: 18 October 99	NOMINATION DEADLINE: 13 September 99
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This one day workshop is a follow-up and skills refresher workshop for people who have completed Supervision I and II. The workshop is limited to 20 participants to facilitate discussion and individual skills renewal.</p> <p>The focus of the program is upon influencing performances of others through applying the communications and problem solving practices covered in Supervisory Skills I and II. Participants will be encouraged to share success and problem experiences. A "case study" approach will be employed using instructor and participant generated situations. Participants will receive a text to be read and a questionnaire to be completed prior to the workshop. The "text" will be selected for its relevance to leadership in general and to management practices of the NAVAIR Team environment. The questionnaire will include a self-assessment of leadership strengths and improvement needs. Its design and intent is to encourage self appraisal and identification of development needs. The questionnaire is not returned to the instructor but is referred to in the class session. Topics addressed:</p> <ul style="list-style-type: none"> • Overview/Review of Fundamental Skills of Communicating, Managing, Leading and Problem Solving • Analysis and Problem Solving Using Instructor Generated Case Studies • Dealing with "Problem Performers": Superior, Peer and Subordinate • Improving the Quality of People and Process Performance • Practices of Win-Win Discipline of Self and Others • Developing "Team" Performance, Commitment and Enthusiasm • Recognition of Positive Performances and Performers Analysis and Problem Solving Using Participant Generated Case Studies 	
AUDIENCE:	This course is designed for those in supervisory positions or those who have been designated as team leaders.	
PREREQUISITE:	Completion of Supervision I and II	
LENGTH:	1 Day - Plus pre-course materials	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$165	

COURSE TITLE:	TURNING TEAM CONFLICT INTO A POSITIVE SOURCE OF ENERGY	
VENDOR:	Cornerstone Management Services, Inc. 4309 Cox Road Glen Allen, VA 23060	
LOCATION:	Employee Development Center, Building #2189	
COURSE CODE: 475944 475945	DATE: 08-09 November 99 20-21 March 00	NOMINATION DEADLINE: 07 October 99 21 February 00
TIME:	8:00 a.m. - 3:30 p.m.	
DESCRIPTION:	<p>This two day workshop identifies and coaches techniques for gaining increased teamwork effectiveness through systematic resolution of conflict. Methods used assume enhancement of technical and teamwork performance through approaches, techniques and skills to change conflict within teams from limiting constraints into creative energy.</p> <p>Topics addressed:</p> <ul style="list-style-type: none"> • Destructive and creative aspects of team conflict their relationship to customers and quality of performance • Preferred methods of dealing with conflict • Five conflict-handling modes • Generating ideas for benefiting from team conflict • Clarifying expectations within teams • Assessing team effectiveness as it relates to conflict • Using analysis and team building techniques • Talking “straight”, using feedback, “group problem solving” and other techniques • Creating an environment of positive team energy 	
AUDIENCE:	This course is designed for those in supervisory positions or those who have been designated as team leaders.	
PREREQUISITE:	None	
LENGTH:	2 Days	
NOMINATIONS:	<p>Nominations must be submitted through use of the Initial Training Request Form, NDW-NAWCAD 12410/28. The completed form, with appropriate signatures, is given to the competency training contact. The training contact forwards the request to the Workforce Relations and Development Division via the Training Information Processing System (TIPS). NOTE: Contractor personnel may attend on a space-available basis. Nominations must be made by letter addressed to the Program Coordinator. Once the nominee receives a confirmation of acceptance, a check made payable to the vendor must be sent directly to the Program Coordinator at the Employee Development Center prior to the first day of class.</p>	
COST:	\$285	

