

**FISH AND WILDLIFE SERVICE
EMPLOYEE DEVELOPMENT AND TRAINING**

Employee Development and Training

Part 230 Employee Development

Chapter 5 Executive Development

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5.1 What is the purpose of this chapter? This chapter describes the U.S. Fish and Wildlife Service (Service) policy for executive development.

5.2 What is the policy? It is our policy to:

A. Support the continual learning and development of our senior and executive leaders to increase leadership effectiveness at their current level or to prepare them for leadership at the executive level through Senior Executive Service (SES) positions,

B. Support and encourage participation in leadership development opportunities and participation in the Department of the Interior's Senior Executive Service Candidate Development Program (SESCDP), and

C. Provide for, encourage, and support the continued development of SES employees.

5.3 Why does the Service invest in executive development? We invest in executive development to:

A. Strengthen and develop the quality of senior and executive leadership in the Service,

B. Ensure experienced and capable Service employees are available to assume SES leadership roles as positions become available,

C. Align senior and executive leadership development efforts with the USFWS Leadership Competency Development Model, and

D. Offer senior and executive leaders the opportunity to identify and continue to develop their leadership competencies.

5.4 What is the scope of this chapter? This chapter applies to current SES employees and Service employees in grade GS-14 and above.

5.5 What are the authorities for this chapter?

A. Civil Service Regulations, Training and Supervisory, Management, and Executive Development (5 CFR 410 and 412.101 through 401).

B. Government Organization and Employees, Training (5 U.S.C. 41).

C. U.S. Office of Personnel Management, Training and Development Policy.

D. 370 DM 410, Human Capital Training and Development.

5.6 Who is responsible for executive development? Table 5-1 describes the executive development responsibilities of Service employees.

Table 5-1: Responsibilities for the executive development program	
These employees...	Are responsible for...
A. The Director	(1) Approving executive development policy, and (2) Fostering an environment that values and supports executive development.

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Table 5-1: Responsibilities for the executive development program	
These employees...	Are responsible for...
B. Regional Directors and Assistant Directors	<p>(1) Establishing their personal development programs, and</p> <p>(2) Encouraging and supporting senior and executive leadership development of the employees in their Regions and programs.</p>
C. The Director, National Conservation Training Center (NCTC)	<p>(1) Administering and overseeing our national training courses and developmental programs,</p> <p>(2) Advising the Director about NCTC’s strategy to assist the Service in achieving its goals, and</p> <p>(3) Supporting the implementation of this and other training and development policy.</p>
D. The Chief, Division of Training, NCTC	<p>(1) Working with the Directorate to determine executive development needs, and</p> <p>(2) Providing resources, oversight, and guidance to NCTC executive development efforts.</p>
E. The Chief, Branch of Conservation Leadership and Employee Development, NCTC	<p>(1) Ensuring the USFWS Leadership Competency Development Model supports our policy;</p> <p>(2) Determining training programs, courses, and experiences appropriate for executive development from sources in and outside the Service;</p> <p>(3) Identifying what we need to deliver products, services, courses, and programs supporting executive development;</p> <p>(4) Developing and implementing the components identified; and</p> <p>(5) Evaluating the products, services, courses, and programs to determine how well they are helping us achieve our goals.</p>
F. Supervisors of employees in grade GS-14 and above	<p>(1) Establishing their personal development programs,</p> <p>(2) Engaging their senior leaders and executives in conversations about career development that encourage their leadership growth,</p> <p>(3) Reflecting those goals and objectives on the employees’ Individual Development Plans (IDP), and</p> <p>(4) Supporting their senior leaders in their developmental efforts.</p>
G. Service employees in grade GS-14 and above	<p>(1) Being accountable for their professional and leadership development;</p> <p>(2) Learning, developing, and mastering the leadership competencies required for their current level of leadership and the next higher level to which they aspire;</p>

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Table 5-1: Responsibilities for the executive development program	
These employees...	Are responsible for...
	<p>(3) Discussing their developmental aspirations and needs with their supervisors;</p> <p>(4) Writing their IDPs and obtaining their supervisors' approval of them; and</p> <p>(5) Working with their supervisors to implement their IDPs.</p>

5.7 Where can I find resources to help me determine how to focus my developmental efforts?

A. The best place to start is to become familiar with our USFWS Leadership Competency Development Model that is available on the [NCTC Web site](#). The model:

- (1)** Defines the leadership competencies,
- (2)** Describes the distinguishing behaviors for each organizational level of leadership,
- (3)** Includes developmental activities and training suggestions for each competency level, and
- (4)** Suggests where you can find Service and other developmental resources.

B. Also visit the Office of Personnel Management's (OPM) [SES Web site](#) to learn more about SESCDP.

5.8 How can I determine my developmental needs?

- A.** Determine your career and leadership goals and aspirations;
- B.** Seek informal feedback from direct reports, peers, supervisors, and superiors to help you determine how others perceive your behaviors related to OPM's 28 leadership competencies;
- C.** Obtain formal feedback using a competency-based 360 degree assessment; and
- D.** Select developmental activities that will give you an opportunity to challenge yourself and practice the competencies you have chosen to develop.

5.9 What is the Senior Executive Service Candidate Development Program (SESCDP) and how do I apply?

- A.** The SESCDP is an extensive developmental program that helps Federal agencies meet their succession planning goals and contribute to the Government's effort to create a high-quality SES leadership corps.
- B.** The Department solicits for interested prospective candidates through a SESCDP announcement. SESCDP is the responsibility of the Director of Strategic Employee Development, Office of Policy Management and Budget, Department of the Interior (see their [Web site](#)).
- C.** Complete and submit your application as directed in the announcement.

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5.10 What other programs or developmental opportunities are available for executive development in addition to SESCO? Review the USFWS Leadership Competency Development Model for ideas and suggestions that cover a wide range of developmental activities and programs to consider.

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Date: May 5, 2011