

The Office of Leadership (CG-128)

The DHS Leader Development Program




Assistant Commandant
for Human Resources




Introduction - Who We Are

Office of Leadership (CG-128)

- Communicate Coast Guard leadership principles through defined competencies and framework
 - Establish policies for a variety of leader development courses and programs for military and civilians at all levels
 - Establish requirements and funding for over 50 CG, DOD, other federal agency, and private sector courses as CG “C”-Schools and programs
 - Market and communicate open opportunities for leader development and enrichment programs from DHS, CG, and others
 - Manage the DHS Leader Development Program on behalf of the USCG
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DHS Leader Development Program

The DHS Leader Development Program (LDP) was established in 2010 and an overarching strategic architecture that includes:

- DHS-specific Leader Competency Model and Leader Development Framework
 - Competency-based requirements and best practices by leader level (“tiers”)
 - Outlines courses and competencies to meet initial and annual leader level tier requirements
 - Highlights formal and informal ways to meet the annual 12/12 continuous learning requirement for supervisors, managers, and executives (see slide 4 & 5 for more on 12/12)
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DHS Leader Development Framework

Executive National & Global Leader Leading the institution	<ul style="list-style-type: none"> • Strategic Stewardship • Lead organizational culture • What will my legacy be? 	<u>CAPSTONE</u> <ul style="list-style-type: none"> • Development Plan • Executive Onboarding Suite • Capstone Core Development Experience • Continuous Annual Development (12/12 Development/Leader as Teacher "Give-Back")
Manager Second-level Supervisor Leading organizations and programs	<ul style="list-style-type: none"> • Coalitions and Collaboration • Cross-functional Management Strategies • Is becoming an Executive for me? 	<u>KEYSTONE</u> <ul style="list-style-type: none"> • Development Plan • Manager Onboarding Suite • Keystone Core Development Experience • Continuous Annual Development (12/12 Development/Leader as Teacher "Give-Back")
Supervisor First-line Supervisor Leading performance	<ul style="list-style-type: none"> • Direction and Results • Building Engagement while Managing Resources • Is becoming a Manager for me? 	<u>CORNERSTONE</u> <ul style="list-style-type: none"> • Supervisor Onboarding Suite • Fundamentals of DHS Leadership • Continuous Annual Development (12/12 Development/Leader as Teacher "Give-Back")
Team Lead Group Lead Leading others and projects	<ul style="list-style-type: none"> • Partnership and Credibility • Influence and Collaboration • Is becoming a Supervisor for me? 	<u>MILESTONE</u> <ul style="list-style-type: none"> • Milestone Core Development Experience • Book of the Year (optional) • Mentoring (optional) • Supervisor Shadowing (optional)
Team Member Individual Contributor Leading self	<ul style="list-style-type: none"> • Organizational Citizenship • Technical Leadership and Role Model • Is formally leading others for me? 	<u>FOUNDATIONS</u> <ul style="list-style-type: none"> • Foundations Core Development Experience • New Employee Orientation • Understanding the DHS Leadership Commitment • Book of the Year (optional) • Career Coaching (optional) • Communities of Practice (optional)

DHS Leader Development Framework

Identified 44 competencies essential for DHS leaders:

- Combined existing validated OPM, DHS, and homeland security competencies

Homeland Security Discipline

- DHS Joint Perspective
- Leading and Working with Joint Teams
- Planning, Managing, and Conducting Joint Operations
- Intelligence and information Sharing and Dissemination
- Risk Management
- Incident Management
- Crisis Management
- Homeland Security

Solutions Capabilities

- Problem Solving
- Strategic Thinking
- Creative Thinking
- Critical Thinking
- Decision Making

Building Engagement

- Written Communication
- Oral Communication
- Interpersonal Skills
- Political Savvy
- Influencing/Negotiating
- Partnering
- Conflict Management
- External Awareness
- Collaborating
- Change Management
- Team Building
- Vision

Management Skills

- Financial Management
- Human Capital Management
- Technology Management
- Performance Management
- Leveraging Diversity
- Developing Others
- Representation
- Customer Service
- Accountability

Core Foundations

- Technical Proficiency
- Integrity/Honesty
- Continual Learning
- Public Service Motivation
- Self-Management
- Resilience
- Flexibility
- Entrepreneurship
- Maintaining Global and Cultural Acuity
- Community Preparedness and Participation

Leader Development Program – 12/12 Annual Continuous Learning

What is DHS LDP 12/12 annual continuous learning?

- 12 hours of annual competency development in core competencies outlined in the Framework (by tier), including Developing others, Human Capital Management, and Financial Management.
- 12 hours of annual Leader-As-Teacher “Give Back” - 12 hours annually of giving leadership expertise to develop leadership in others. Includes mentoring, teaching, presenting or speaking at engagements, etc.

Who must complete the 12/12 annual continuous learning requirement?

- 12/12 Continuous Learning is specifically required for **all** military and civilian supervisors (Cornerstone), managers (Keystone) and executives (Capstone) beyond their probationary period
 - **NOT** required for non-supervisors (team members/Foundations and team leaders/Milestones), but a great tool and way to track development independently for those seeking future leadership roles
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Leader Development Program – 12/12 Continuous Learning (continued)

How can I meet the 12/12 annual continuous learning requirement?


- 12/12 annual continuous learning requirements can be completed through formal and informal ways, including classes, volunteer work, reading, writing, independent learning activities – anything that develops you as a leader while giving back to others!

How can I account for or track my 12/12 annual continuous learning requirements throughout the year?

- No formal tracking method
 - Self-certify through the LMS
 - Excel spreadsheet helps track activities throughout the year
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Leader Development Program – 12/12 Continuous Learning (continued)

Why does 12/12 annual continuous learning matter to me?

- Is a DHS requirement for **all** military and civilian managers, supervisors, and executives
 - Helps participants to expand their knowledge in DHS and USCG core competencies while expanding their leadership acumen to develop others
 - Provides tools and resources for development in critical areas to ensure that CG leaders have the necessary tools to cultivate successful leaders of tomorrow
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Leader Development Program

NON-SUPERVISORY TIERS

**FOUNDATIONS AND
MILESTONE**

DHS LDP Tiers: Foundations (Team Members) & Milestones (Team Leaders)

Courses

- [Foundations \(Team Members\) Core Development](#) (100196) available on the LMS
- [Milestone \(Team Leads\) Core Development Experience](#) (100216) available on the LMS
- [Civilian Orientation](#) (502281) available on the LMS
- [A Day in the Life of a DHS Supervisor: Understanding the DHS Leadership Commitment](#) (100001) available on the LMS

Examples of Optional Continuous Learning Activities

- [Commandant's Reading List](#) and the [DHS Leadership Library](#) for books, TED Talks, podcasts, etc. that are educational and inspirational
- Mentoring – *Coming soon....Stay tuned for the new USCG Mentoring Program!*
- DHS Career Coaching: [Coaching Talent Bank](#)
- [DHS Supervisory Leadership Bridges Program](#)
- SkillSoft, LMS and other independent learning opportunities that improve competencies
- For more ideas, visit [DHS LDP's Learning Without Limits](#)

Leader Development Program

SUPERVISORY

**CORNERSTONE, KEYSTONE
& CAPSTONE**

DHS LDP Tier: Cornerstone (First-line Supervisors)

STAGE	MANDATORY COURSES AND ACTIVITIES
Onboarding	<ul style="list-style-type: none">• Welcome Letter• Onboarding Checklist• 8 Hours of Mentoring• Leadership Assessment• Interactive Group Orientation• Supervisor Development Plan
Fundamentals of DHS Leadership	<p>All new to DHS federal supervision:</p> <ul style="list-style-type: none">• Supervisor of Civilian Tier I (online through LMS – course number 502197)• Supervisor of Civilian Tier II (502799)
12/12 Annual Continuous Development	<p>Continuous Supervisory Leader Development (12/12) (502801)</p> <ul style="list-style-type: none">• 12 Hours Annually of Self-Development (see slides 5, 6 & 7)• 12 Hours Annually of Leader as Teacher “Give-Back” (see slides 5, 6 & 7)• For more ideas, visit DHS LDP’s Learning Without Limits

DHS LDP Tier: Keystone (Second-line Managers)

STAGE	MANDATORY COURSES AND ACTIVITIES
Onboarding	<ul style="list-style-type: none">• Welcome Letter• Onboarding Checklist• 8 Hours of Mentoring• Leadership Assessment (OPM)• Interactive Group Orientation• Manager Development Plan
Core Development Experience	<ul style="list-style-type: none">• Supervisor of Civilian Tier I (online through LMS – course number 502197)• Supervisor of Civilian Tier II (502799)
12/12 Annual Continuous Development	<ul style="list-style-type: none">• Continuous Supervisory Leader Development (12/12) (502801)• 12 Hours Annually of Self-Development (see slides 5, 6 & 7)• 12 Hours Annually of Leader as Teacher “Give-Back” (see slides 5, 6 & 7)• For more ideas, visit DHS LDP’s Learning Without Limits

DHS LDP Tier – Capstone (Executives)

STAGE	MANDATORY COURSES AND ACTIVITIES
Onboarding	<ul style="list-style-type: none">• Welcome Letter• Onboarding Checklist• 8 Hours of Mentoring• Leadership Assessment (360)• Flag and SES Orientation• Executive Development Plan
Core Development Experience	<ul style="list-style-type: none">• DHS CAPSTONE Course• All Executives promoted to their Executive position without previous DHS supervisory experience, shall complete the Cornerstone first-year requirements L90X and Fundamentals of DHS Leadership, fulfilled by completing the following:<ul style="list-style-type: none">▪ Supervisor of Civilian Tier I (online through LMS – course number 502197)▪ Supervisor of Civilian Tier II (502799)
12/12 Annual Continuous Development	<ul style="list-style-type: none">• Continuous Supervisory Leader Development (12/12) (502801)• 12 Hours Annually of Self-Development (see slides 5, 6 & 7)• 12 Hours Annually of Leader as Teacher “Give-Back” (see slides 5, 6 & 7)• For more ideas, visit DHS LDP’s Learning Without Limits

Additional DHS LDP Tools & Resources

- [DHS Complete LDP Booklet](#)
- [DHS LDP Learning Without Limits](#) (for 12/12 ideas)
- [DHS Leadership Library](#)
- [DHS Leadership Bridges Program](#)
- [Leadership Matters e-Sheets](#)
- [Leader Grams: Caught You Leading...Keep it Up!](#)
- [So You Want to Be a Leader Guides](#)
- [LDP Learning Cafés \(held monthly\)](#)
- [DHS Coaching Collaborative and Coaching Talent Bank](#)
- [DHS Leader Development Speakers Talent Bank](#)
- [SES CDP Certified Talent Bank](#)
- [Leadership Resource Center](#)



Where can I go to find out more?

- Visit our external website for program, course and event announcements and more:
 - www.dcms.uscg.mil/leadership
- Join our mailing list for the inside scoop:
 - [Email: HQS-SMB-CG-128TrainingCourses@uscg.mil](mailto:HQS-SMB-CG-128TrainingCourses@uscg.mil)
- Visit the DHS LDP homepage at:
 - <http://dhsconnect.dhs.gov/org/comp/mgmt/dhshr/emp/Pages/LeaderDevelopment.aspx>



Questions about the DHS LDP?

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