



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Monday, December 3, 2012

MEMORANDUM FOR: Human Resources Directors

FROM: Angela Bailey, Associate Director, Employee Services

Subject: OPM's Supervisory Training Guidance and Framework

OPM is pleased to share guidance on developing and training Federal supervisors and managers. All agencies are required to provide training within one year of an employee's initial appointment to a supervisory position, as well as refresher training to all supervisors and managers at least every three years (5 CFR 412.202). The training must address, at a minimum, options and strategies to improve employee performance. These minimum training requirements, while helpful, do not address the full spectrum of skills and competencies a supervisor needs to be effective.

In January 2012, OPM began working with the Federal Chief Learning Officers Council to develop a comprehensive supervisory training framework that would offer more thorough guidance to Federal agencies. The framework and guidance outlines mandatory and recommended training for aspiring leaders, along with current and newly appointed supervisors and managers, and incorporates key training recommendations outlined in the National Council on Federal Labor-Management Relations "Report to the National Council on Federal Labor-Management Relations—Getting in G.E.A.R. for Employee Performance Management." The framework also includes important objectives outlined in the Government Performance and Results Modernization Act of 2010, as well as critical leadership competencies and technical HR knowledge needed to succeed as a supervisor.

OPM will place the attached framework on HR University (hru.gov) in the Manager's Corner. The various competencies will be linked to existing online and classroom training opportunities across the Federal Government. Agencies are encouraged to share course information that ties to any of the competency areas within the Supervisory Training Framework. For policy questions relating to training and development of managers and supervisors, please contact Steve Shih, Deputy Associate Director, Executive Resources and Employee Development, or Julie Brill, Manager, Training and Executive Development by telephone at (202) 606-8046. For any other matters, including requests for technical assistance or to share a training solution with other agencies, please contact Cassandra Cunfer by telephone at (202) 606-1638 or by e-mail at Cassandra.Cunfer@opm.gov.

cc: Chief Human Capital Officers and Deputy Chief Human Capital Officers