

**Mike 1:** And I would like to welcome you to the 2009 leadership programs briefing and uh, we, when you came in the door, we handed out some evaluation forms and we would appreciate it if you would fill them out before you leave and as you depart through the door we are going to give you our brand new edition of the Departments' Leadership Development Strategy. This is a uh first time we've ever had a pamphlet like this and it explains all the programs and how you apply in, in the department and so forth and so this is a very informative book so as you go out the door make sure you get a copy of this. Um, first of all I wanna welcome you to the program. Everyone's busy in their jobs so um, the fact that you show up today during mid week and on, on a summer day when some people are preparing to go out on vacation or um business travel or, or whatever, the fact that you're here speaks volumes. That uh, you're interested in moving your careers forward, learning more about these programs, and maybe at some point entering these programs. Each summer we conduct this briefing for all employees either here in the Hoover Building or we'll be posting a tape of this on our website so that people can uh, view them from their desk throughout the country or even um maybe in the suburbs like at NOAA or Suitland or uh Census. And we'll be talking today about the Aspiring Leaders Development Program, the Executive Leaders Development Program, the Senior Executive Service Candidate Development Program, the Careers in Motion program, we will touch a little bit on mentoring, executive education, and we have a brand new program that may be coming late in the fall or early in the winter called the Leadership Certificate Program and that's for people, that's a non-competitive program for people that are interested in getting into leadership and don't get into one of the competitive leadership programs so we have that, we'll be talking about that today as well. We appreciate it if you have questions that you leave them 'til the end of the... We have microphones in the aisles so we can answer those, we'll answer those questions for you. If we don't have any answers for you, we'll get back to you, uh, later in the day. These programs continue to be very popular and they're growing in popularity all the time as people get to know them more and more so this briefing and the tape of the briefing, uh, is an attempt to get information out to all 48,000 employees in the department and, and make sure that the interest is spread, uh, as far as as we can, we can go. I would like to introduce a couple of people. Uh Fred I'll introduce in a second. But, uh, Matt Clark and Tremika Finney, I'm sorry if I got that wrong, is that Finney?, are here from our current Aspiring Leaders Development Program and are manning the doors... Tony Ceballos is here from our current Executive Leadership Development Program. He's way in the back, and um we have Amir Paul manning our uh, cameras. He's the camera guy, he's also one of our, uh, Training Technicians and we have Amanda Reina who is here with us for the summer who's manning our PowerPoint. We also have Julia Law and Rhonda Carney who are our program managers, uh, taking care of some of our, uh, programs and, uh, so with that we would like to introduce uh Dr. Fred Lang who is our director of Office of Training and Knowledge Management and he's also the departments, um, Chief Learning Officer and he's gonna kick off the presentation.

**Fred 1:** Thank you Mike and welcome on a beautiful Wednesday morning. I know that all of you have come here for a number of reasons. Either you wanna see what kinds of programs are available to advance your careers in the Department of Commerce. Possibly look at programs that provide some foundational skills and what does the Department

have to offer you as an employee. You might be a new employee with commerce and you're coming to see uh what we have. I, I might add that after talking with the Office of Personnel Management we find that the programs offered here at the Department of Commerce are superior. And they have been highlighted as best practices throughout the government. So we're trying to continually expand the programs and expand the participation so we're doing things this year we've never done before. We're developing satellite locations, uh, out at the Census bureau, over at NOAA, um, we are working with our leadership programs across the United States so there's a lot of opportunity. So let me get into some of the things that we're doing. When each programs were first formed, we looked at, "what are the objectives of this programs?". We wanted to develop a leadership succession pipeline. We continually hear about the retirement, uh, tsunami that's hitting the government and that's really, I think delayed, uh, we wanna develop a pipeline. We also do wanna develop a series of competitive programs so people have an even playing field and can competitively apply to these programs. We want to continue, especially for our Commerce Learning Center, to develop a continuous learning environment and fine, finally use this as a retention tool within the Department of Commerce to provide the needs and meet the needs of all the commerce employees. On slide four you'll see a graphic representation of all the programs that we have and you will see that the four programs, The New Pathways, The Horizon, The Summit and The Pinnacle, are probably the flagship programs that will be offered by the Department; all of them are actually in existence. The New Pathways, excuse me, The Pinnacle Program is the Executive Education Program which we expect to be launched sometime during the fall and that's for existing Commerce executives. Below that you'll see different icons representing different bureaus within the Department of Commerce who may have similar programs underneath the flagship program that we had mentioned. So regardless of the bureau that you're from, maybe the bureau also has a program that is similar to New Pathways, similar to New Horizon, you can check out your bureau on that. Let's move on to slide five. This depicts the succession planning strategy. The first one you see is the Administrative Professionals Certificate Program or APCP program. This is not a leadership program but the program primarily is a foundational skills program designed to help folks in the grades two through eight to build foundational skills so that they have an opportunity to move and navigate their careers throughout the Department. The first competitive program is The New Pathways Program or what we refer to as the Aspiring Leaders Program, ALDP, that's grades 7-12 and that's open to all Commerce employees throughout the Department. The specifics of that program we'll talk about a little bit later on. The Horizons Program is open to grades 13s and 14s or their equivalent and that is the second-level program just below the SES Candidate Development Program. We model that after the SES Candidate Development Program that Michael Cohen who opened up the presentation this morning has been an able and uh very imaginative program manager, manager who managed that program over the last six cycles. The Summit Program, the SES Candidate Development Program is the program that is open to grades 14s, 15s and equivalent and that is primarily here to help prepare senior managers, emerging leaders, to prepare to enter the Senior Executive Service. And additionally, it also prepares folks to assume mid level positions government and senior level positions. The Pinnacle Program we're looking at gives us you a mobile learning component, we'll talk more about that a little bit later but that's primarily for executives

in the Department of Commerce. So at this point I'm gonna hand the mic over to Julia law who's gonna tell you about the, the program that I first mentioned, the Administrative Professionals Certificate Program. Julia Law.

**JULIA:** Thank you Fred. Again my name is Julia law and I'm the program manager for the building bridges Administrative Professionals Certificate Program. The APCP program is a 12-month long program and again as Fred mentioned is for grades GS 2 through 8 or equivalent. We announce it once a year. The program is designed to build a cadre of highly skilled and knowledgeable support staff that provides key support services and expertise and the performance of the central mission and program activities. We announce the program through the Commerce Learning Center and this year we had 211 employees apply for the program during the open season of June 15 through July 12, uh, 10<sup>th</sup>. The program is structured to accommodate the various levels and the various needs of the participants. The strategies for learning are instructor led classes, online classes offered through the Commerce Learning Center, role playing, case studies, panel discussions, we do a team project, we encourage them to get involved with the mentoring program through the Careers in Potomac program. We touched topics such as leadership, project management, various computer skills, presentation skills, customer service. Ok, and the next program again, uh, Fred mentioned was the New Pathways Aspiring Leadership Development Program, I am also the program manager for that program. The program, again, is a 12-month developmental program. It's for employees grades 7 through 12. It's split into 2 tracks. Track 1 is for 7-10 and track 2 is for grades 11, 12. And the components of those particular tracks are related to the grade levels. Some of the activities of the program are orientation, assessment tools, three weeks of core training, a 45-day developmental assignment, shadowing assignment, we encourage and have participation in the mentoring component. They do the leadership interviews. They attend speaker forums. And they do an action team learning project. The ALDP emphasizes leadership competencies such as customer service, communication, team building, conflict management, problem solving, leveraging, diversity, and political savvy. Emotional intelligence is the theme that supports all the components of the program. We will be sending out an announcement for the program at the end of August of 2009. And at this time I would like to turn the presentation back over to Mike Cohen who is the program manager for the Executive Leadership Development Program.

**Mike:** Okay, thanks Julia. So I'm here this morning to talk to you about the Executive Leadership Development Program which we also call the Horizons Executive Leadership Development Program and we actually will be announcing this next week in fact we have an announcement number that we will post on the USAjobs website next week or uh, early in the week-OS0950 and there will be instructions in the broadcast message that goes out next week on how to uh access that, that announcement. It's an online application, go into the application and fill it out, there's some questions, you attach your resume and, um, certainly I'm available if any one has questions for me. We do ask that you fax in a current form-50 and a, uh, example of your performance appraisal for 2008, the most current one you have. Get that in before the closing of the announcement to make sure that you're uh qualified by the staffing people. So the Executive Leadership Development Program is designed for people at the GS 13 and 14 level or those

equivalent levels that may be in the pay banding system and this program was designed for up-and-coming leaders, high caliber employees if, uh, you are selected into the program, there are 30 spots. Normally we get anywhere from uh, 129 to almost 160, 170 applications. We have to go through all those applications, rate and rank them. The highest rated and ranked employees are invited in for interviews, and then the highest group from that, about 50 are invited in for what we call an assessment center which is a third party, third party uh individual, individuals that rate and rank you based on some sort of real world examples that might occur in an office situation. That's a half a day session. You must be there in person to attend the assessment center. We now have, we are now recruiting for our 6<sup>th</sup> class and we highlight a number of competencies, or as far as progress competencies uh, there's an orientation for you and your supervisor and, uh, there's a four month developmental assignment, 120 days, which can be within the Department or outside the Department which gets involved in, in something that stretches your competencies but takes you out of your comfort zones to something (COUGH) that's new and different. Could be uh, another bureau of Commerce or it could be another agency and we also have three weeks of core training, which we have for the first time, instead of two weeks, we're doing three weeks of core training and we're also gonna add coaches to the action learning component which occurs at the end of the program that's when we pull everybody together in 3 or 4 teams and we give you a real world example within the department to work on a question, an issue or a problem and in fact right now, this afternoon as I finish this, I have my CIO actionary project that I will be attending. This is the 2004 class now finishing up, they will be graduating in October, in fact, we are already working on the graduation for that as well. We also have speaker events, we have a mentoring component. And, uh, we also go on field trips. For example this year, for the first time, we got to meet Bob Ryan who is a meteorologist at NBC 4 who is very kind to take the class on a tour through his weather station and show us all the, all the ways that they forecast weather, of course he works very closely with NOAA so that was kind of a very, uh, good to know. And we do a number of other things. Uh, the class that's going on right now the ELDP 5 is probably one of the most networking classes I've ever seen in my life. They're always getting together for lunch. Every time I turn around there's an announcement for lunch so, uh, I mean that's a great thing. A, a um, cadre of people that, for life, that will probably be friends so anyways, that's the ELDP program. And I will be around at the end of the session to answer any questions that you might have. These are the competencies that the programs built upon. These are sub-competencies of the Office of Personnel Management Executive Core Qualifications that highlight leadership. Go to the next slide. Now, the Leadership Certificate Program as I mentioned earlier this morning is a brand new program. There's actually a survey out right now that Amanda put out and if you were one of the random sample people to get a e-mail asking to fill out the survey, please do so. This information is being used to help us craft this particular program, also to determine a need, which we think there is a need because um, within 15 minutes of putting the survey out to 500 people, we had 140 hits. So that tells us that indeed people are interested in a program to learn about leadership if they are not able to get into these competitive programs. And, we're still formulating the program where we kind of envision something that runs 9 to 12 months and uh, we'll give you a variety of activities, so we'll do some training. We'll hook you up with a mentoring program. We'll have some speaker events. Maybe do a developmental

assignment or something along that line, maybe some group discussion and some book readings. So, at the end of the program you will receive a very nice certificate of leadership from the Department of Commerce and a, and a graduation ceremony. Uh, at this point um I just want to mention the Mission Critical Position component. Because we get a lot of questions about that. A lot of people say, for example, "well, I'm not in a Mission Critical Position that means I can't apply". No, that's not true. We, each bureau determine which positions were critical for them to carry out their missions. So that's not to say that if you're an accountant or, or um say a personal specialist or something like that something that's in the admin area that's not important, you are vitally important, um, but these are the positions for example, meteorologist things that NOAA needed to carry out their missions. So um we call these Mission Critical Positions this is part of the Human Capital Plan which looks like the Office of Personnel Management. And if you're in a Mission Critical Position you're, you're golden. You just put down your position in the application and you're fine. If you're not in a Mission Critical Position you need to look through the list of positions and think about your experience. It can be within government, outside of government, what kinds of things here might you qualify for, for example the 301 is a pretty broad Mission Critical Position, it's General Administration. I mean everybody pretty much does general administration in some part of their job whether they're writing reports, doing personal things and what have you so you need to think about that and in the application when they ask you whether you're in a Mission Critical Position or you're qualified for that and then they ask you why you think you might be qualified for that. So um, that's, that's all I have to say about the mission. These are of course on our website. We just recently expanded the engineer family from just electrical engineer all the way to include all engineers 0800 all the way to 899 so, and accountants the same thing, in the entire 500 families to conclude. So at this point, I will turn it back over to Fred and again, you know, we will have an opportunity to answer questions in the end and he'll talk about the Senior Executive Candidate.

**Fred:** Thank you Michael. First of all, those folks that are here today. How many of you are thinking about applying to the Administrative Professional Certificate Program that Julia law talked about? How about a show of hands? Alright. 20, 30, 40 of you. Ok. Good. Now the, the Aspiring Leaders Development Program grades 8 all the way through 12. how many are interested in that? Alright, fantastic. Keep in mind that Julia Law will be here after to answer any questions. And we can answer questions at the end. How about the Executive Leadership Development Program that Michael has just talked about? A lot of people. Great. And Mike will be here to talk about that as well. The SES Candidate Development Program, how many might be interested? Alright. Let's talk about that. This is, this is an exciting program and it is open to grades 14s, 15s or equivalent. It's based upon OPMs 5 Executive Core Qualifications. Those folks that are interested in applying when they leave here ought to check the OPM website out. Do a search for, or you can even do a Google search for OPMs ECQs or Executive Core Qualifications because you'll need to put something together relative to what skills you've mastered in those 5 areas: Leading Change, Leading People, Result Driven Business Acumen, and of course, Verbal Coalitions. Some of the thing we do in this program, first of all, this is the only program that you're hearing today that is guided by a federal regulation. The code of federal regulation 412, you turn this into a large extent

how this program is run. What we try to do in Commerce is to not only meet the requirements of that regulation but exceed it. Uh, we are doing things that no other agency is doing. You can see some of the things that we're doing. The orientation, of course, creation of IDP's when you are assigned an executive mentor. We're doing networking. We have 80 hours of core training. We send you off to train in either Sheppards town uh or give you a stipend of money to go off and, and find training that relates to your IEP. Uh, we can talk about specifics along those lines. We have a speaker forum, we have action learning projects which we have at the end. Two years ago we took all the candidates, put em on a bus and took em to four, billion dollar companies here in the DC area. And we arranged with the senior staff and president of those companies to brief our candidates relative to how do you lead leaders, how do you lead the down stream organizations, how do you lead change in a large organization. The kinds of things that are important in not only in the private sector but also the public sector. Last year we wanted to do something a little bit different and we took everyone over to Annapolis, to the Naval Academy. So the question is, "Well, why would I be interested in going to the Naval Academy?". Well when you begin to take a look at the roster of graduates from the Naval Academy, they populate the C-suites or the Chief Executive Officer in private sector organizations and they're leaders in the public sector. There are so many people, uh, even former presidents, that have gone to Annapolis so they must be doing something right. So we worked with their staff, their senior staff and they briefed all the candidates. And so now I'm thinking about what I want to do with the next class; Something new, something different, something exciting and that's what we try to do. All the program managers that you met today are here because they're imaginative and creative and do things above and beyond to come up with new ideas that are exciting to make these programs the most engaging that they can be. So that's a little about the SES Candidate Development Program. We will announce that program for the 2011 class no later than the last week of September 2009. As Michael said, the Executive Leadership Development Program for the 13s and 14s that's being advertised this month, at the end of the month and the Aspiring Leaders Development Program will be advertised no later than the last week of August. Let's talk very briefly about The Pinnacle. That's the Executive Education Program. It's designed for existing Senior Executives in the Department of Commerce. That program, we are in the design phase. We're exploring the uses of mobile learning. Uh, in fact, I'm going to the regional headquarters of Apple this Friday to take a look at some of the devices they have that can easily download content, leadership content, that the executives can use and we're gonna do a pilot in the next several months for executives. And then if that works well then we'll run that program full time. Some of the learning components that apply to really all the programs and you can see that slide twenty-seven that talks about mentoring and education opportunities and so on. Let me just quickly go through some of these because I want to save time at the end for your questions. The mentoring program, the department wide mentoring program that Michael runs for the Department and yet it affects all the leadership programs as well. It is an excellent opportunity to help people especially new employees or people who have been taking a look at "how do I move on from one occupational category to another" and we have certified career counselors that can meet with anyone in this Department, uh, that can help answer those questions. So mentoring is a very important component. Educational opportunities-Michael mentioned that this

will be the first class, not only for the Executive Leadership Development Program but also for the Senior Executive Service program that we will have 3 core trainings. It's an 18 month-program, there will be one week of core training for each six-month segment. The idea is to make this as, the most engaging program. It's not a walk in the park. It's a very rigorous, it's a very intense program that, when you graduate from that program you will feel like you've, uh, really qualified and you'll provide that you'll have the certificate to prove it. Developmental assignments, the ALDP program, or Aspiring Leaders Development Program, there's a 45-day developmental assignment. The idea is to do something outside of your occupational specialty in another area. The Executive Leadership Development Program is an 120-day developmental assignment. It can be broken up into two sixty-day assignments. Those are outside of your bureau. The idea again is to do something outside of your occupational specialty. If you're an attorney, you have certain, certain skills, analytical skills, um, thinking skills, writing skills, communication skills, but those same skills can be, can be used in a lot of other occupational specialties, occupational specialties, you can take an attorney and put him into a budgeting area and that expands his repertoire and his list of skills that he has as he advances in the department. There's a 120-day developmental assignment for all SES candidates. And this is the first year we're doing something very, very different. Now the Executive Leadership Development assignments can be outside of the Department of Commerce as long as they're with a federal agency, commission or board. It must be with a federal agency, commission or board. The SES Candidate Development Programs can be in, well actually we don't want you to do it in Commerce we want you to do it outside of Commerce in a federal agency, a state agency, you can do it in the private sector, really everything, anything is open. What is not open is to find an assignment for job enrichment, what we're looking for is to stretch your skills and to acquire one of the 5 Executive Core Qualifications that I mentioned in the beginning of this presentation. So after you have a discussion with your mentor and that's approved by this office, uh, then that developmental assignment can proceed. The individual development plan, everyone in all the leadership programs fills one out and they have a discussion with their mentor. Usually they'll have a self assessment tool that will help to understand what the strengths and weaknesses are. They put together this IDP, they've discussed it with their mentor, and they're off on their, on their program for the next 12 months or 18 months depending upon the program. Slide 32, the 360 degree evaluation. How many have heard of the 360 evaluation? Ok, so for those that have not heard about it, it's an evaluation where you are evaluated by your direct reports, by your peers, and by your supervisors and therefore 360. It's to get a composite picture of who you are and the strength and weaknesses, that you, that you have so that you can spend some time to strengthen the weaknesses and become the best leader that you can be. The action learning team projects on slide thirty-three is always the anchor to the programs. It's at the end. And this is a program, this is an element that you will still remain in your home office, uh, so you will not leave the office, but you'll work with a team and you will be assigned to a real world assignment. Let me give you an example. When we had the Katrina hurricane down in Louisiana. The question was raised, "How do you in Commerce, locate all of your commerce employees throughout the world. Or especially in the event of a terrorist attack or natural disaster. How do you find your employees?". Well, this team was tasked with that question, how do you locate employees, find out who's ready to come back to work, who has housing,

what kind of assistance do we need. So we need to look at these employees, they took on the assignment and 80% of their recommendations were adopted by the Department; and that I would consider a success. So you're taking on some real world assignments and these are, these assignments are proposed by the Senior Executives in the Department. I need to say one thing that's very important, we've talked about a lot of exciting programs, but I want to say this very, very clearly. Completion of a program, does not guarantee or entitle anyone to a promotion. Let me say that one more time because some people don't hear this, these programs will make you more competitive so that when you compete for programs you will have an advantage but under no circumstances will any program that you complete, guarantee you or entitle you to any promotion within the Department. But I'll tell you what they are, they are rich programs and we have some very good numbers of people that have done very, very well in getting promoted to other positions. It's a natural, it's a natural flow of things but it just depends on how much you put into these programs, how much you want to put into your career. It's not a matter of checking the box, It's the matter of the journey is more important than the end. Because it's the journey and the application of what you've learned that will make all the difference in your career. At this point I'm gonna turn the program over to Rhonda Carney, who's the program manager for Careers in Motion. And again, if you got questions, hold them until the end and we'll be glad to take them.

**Rhonda:** Thank you Fred. I think Fred has almost said everything that I needed to say but hopefully I'll have some new points to share with you. Assisting DOC employees to achieve professional success. So I'm here to talk to you about the Careers in Motion program. What I consider a very exciting, non-competitive program to help DOC employees from the grades GS-2 through GS-15 or equivalent, achieve professional success. Let me ask you this question, have you ever had a conversation with yourself that went something like this, "self, where do I fit in? How can my skills be better utilized?" But self never responded to you. If you're that person sitting out there whose self never responded to you, then Careers in Motion is the program for you. The Careers in Motion program teaches employees skills to navigate their federal career. It provides tools for individuals to identify their marketable skills and strengths. It helps to enhance the employees career development which is of a mutual benefit to both the employee and the Department of Commerce. Now, to accomplish this, a series of developmental workshops were established where employees are encouraged to choose and participate in the workshops that best meets your needs. The workshops are primarily held here but they're also held at National Technical Information Service, NTIS, which is a satellite location located in Springfield, Virginia. We are in the process of developing some strategic partnerships that will allow the expansion of this program to other satellite locations but you'll hear more about that at a future date. Now the program involves a range of services. Online registration and scheduling, you can do that at your own convenience. It's conducted through the Commerce Learning Center but you must go to the parent page, not your individual bureau page to register. All the workshops are listed in the Commerce Learning Center with the time, date, and location of the event. You'll receive a system generated notification that you're approved or registered for the program or workshop the day that you've registered. We have individual employee assessment. The assessment tools offered are a Career Alignment Profile and the Color Cruncher.

Now the Career Alignment Profile or “CAP” helps individuals determine their strengths through identification of their interests, abilities, and work style preference. The CAP generates a personal report to enable individuals to match their unique strengths, to appropriate training, career fields, or other opportunities. Now thus far this year we’ve had approximately 375 employees registered to take the online assessment. It’s a very popular developmental tool that we offer you to help navigate your career. Now we have workshops, generally workshops are scheduled for a half-a-day. One of our most popular workshops is called “Knowing Success by Knowing Yourself and Others”. Now this workshop offers participants another opportunity to learn about themselves in a very fun way. The participants’ get a personality profile done in the workshop but it’s setup in a mythical kingdom where you learn how to recognize differences, but how important to celebrate the differences, use and respect. You also learn if you’re personality is what they call in the workshop a Sheppard, a White Knight, a Benevolent Ruler and so on. And once you learn your personality type it helps you to understand how your skill set can best fit into the organization or if you’re selected for various teams, how you fit on a team. Interactions with co-workers within your immediate office and even, it can even help you with your family and personal friends. Now this workshop helps to set the stage for some of the other powerful workshops that we offer such as Behavioral Based Interviewing, Resume Writing, Communicating your Accomplishments and Performances. And that’s just to name a few. And you don’t have to take these workshops in any particular order. All the courses are very popular and continue to have a waiting list. Each time these workshops are offered, no matter how many times we offer it each month here and at our satellite locations there’s a waiting list so they are in high demand. And it’s just very difficult to keep up with that demand. We’ve even had um, people call me directly, “Is there any way I can get into this class? Can you add another class?” and when I had seen that there is that demand, I have added another class in the past. We have individual career development counseling. Approximately 350 employees thus far this year have scheduled individual career counseling sessions. The individual career counseling sessions, they give the employees the opportunity to meet with a certified career counselor for a one-hour one-on-one individual planning session for coaching on the employees interests and goals for professional growth and development. The counselor will use the employees completed assessment, the CAP that I mentioned earlier, and your resume to guide the discussion and coaching. The counseling sessions are confidential and you schedule those directly with our vendor. Now these sessions are in very high demand, they go quickly, and there is always a waiting list. We’re generally about one month out with the waiting list so if you’re interested in it I suggest you schedule as soon as possible. Then we have the department wide mentoring program. It’s open to all employees at the Department of Commerce, it’s non-competitive. It’s designed to transfer knowledge between individuals and enhance skills. Other values of mentors provide advice as to some of the unspoken rules. For example, if there’s a dress code. Even if there isn’t a dress code, many of us learn that there is a way to dress for success. The culture of the organization, the “who’s-who”. We also have an extensive training for mentoring cares, in the area of mentor and mentee relations. Also introductory and advance dynamic mentoring and training for establishing mentoring pairs. There are significant numbers of participants who have rated this program very favorably. Currently the program is closed but a new program will start in the fall and

you would register through the Commerce Learning Center but you'll hear more about this at a future date. Last but not least is coaching. It's incorporated throughout the Department-wide mentoring program, the individual career counseling, as well as all the leadership programs. Coaching is a thread that runs through all the programs that we offer you and the interaction each program manager has with you. Now for more information on any of these programs you can visit. Our website is listed on the link that's shown on the slide and I will just like to take this opportunity to thank you for your time and your attention and I look forward to seeing you at some of the future workshops.