

“Whose job is it to develop the next generation of conservation leaders? It’s our job, yours and mine.”



*Dale Hall
Director
U.S. Fish and Wildlife Service*

I believe that in the long-run the most important contribution that each of us can make to conservation is in the people that we develop, place, and leave behind us when we leave the conservation stage. Aldo Leopold’s and Rachel Carson’s greatest contributions to conservation were not in their field work, but in the inspiration they provided through their writings to the millions of people who are working to conserve our natural resources today. They realized that they could best advance conservation through the hearts and minds of others.

While most of us are not great authors, we each have an opportunity every day to help others to develop to reach their potential, and through them, to strengthen conservation efforts. We’ve all read about the pending wave of retirements of baby boomers. Yes, it’s real and, yes, it will be a challenge, but it also presents an opportunity. Churchill told us, “A pessimist sees the difficulties in every opportunity. An optimist sees the opportunities in every difficulty.” Let’s be optimists and find the opportunities.

We are fortunate in the Service in that we have invested in programs like the “Stepping Up To Leadership” and the “Advanced Leadership Development” programs. In these programs developing leaders learn leadership

competencies and also have the opportunity to observe leaders on the job and practice leadership competencies in developmental assignments. We will soon embark on an even more holistic approach to leadership development in the Service. Leadership development efforts will begin earlier in a person’s career. This new approach will call on each of us to coach, mentor, and develop our people and will provide the tools to accomplish that.

We have also been working with our conservation partners in the Federal and state agencies, the tribes, not-for-profits, and corporate sector to develop and implement the National Conservation Leadership Institute. The Institute is a program where we will develop leaders from these various sectors together, so that in addition to learning leadership competencies they are also sharing perspectives and building trust across organizational boundaries, so as these emerging leaders move to the top of their organizations they will be better prepared to work together to address future conservation challenges.

But if you are like me, you learned most of that you know about leadership not in a classroom, but by doing—experiential learning. Who were my teachers? Some of them worked at or near the top of the organization, but more worked in the field as biologists or in the

shop at the refuge or hatchery or in the office. They shared with me their greatest gifts—their time, their advice, their passion, their perspective, their optimism, and the wisdom they had acquired over many years of toiling at conservation through good times and bad. I learned by listening to them but also by watching them work and interact with others. Most importantly, I learned by doing, by trying new things, and by making mistakes. And they were there to provide feedback and reassurance.

So whose job is it to develop the next generation of conservation leaders? It’s our job, yours and mine. We all have something to offer. It may be taking the new Service employee under our wing, welcoming him to the Service family, and helping him learn the ropes. It may be easing the transition for the new supervisor, introducing her to the opinion leaders in the community, and transferring to her some of the credibility you have established in the community over many years of work and building relationships. It may be by agreeing to mentor or coach employees and providing the gift of honest feedback on their efforts. It may simply be offering an ear and being supportive when someone is having a difficult time and reminding them that there will be brighter days ahead.

“... Our ability to work cooperatively with others, with the continuing support of those we serve—the American people.”



*John R. Lemon
Director, National Conservation
Training Center*

In 2007, we will celebrate NCTC's 10th anniversary. An anniversary is often a time to reflect back, but I spend very little time in life looking back. The challenges and the opportunities we face are ahead of us, so that's where we need to focus our attention. Let me just say that together we have created something at NCTC that can serve the Fish and Wildlife Service, the conservation community, and the Nation for generations. I give a very special thanks to the men and women with whom I have served at NCTC. They are the best of the best and have made this place what it is—a home for the Service and a center for conservation learning for the Nation.

We face many challenges as a conservation community and as a country. We've faced great challenges in the past and have addressed them. We will do so again.

But make no mistake, they are serious challenges. From loss of habitat, to climate change and unsustainable resource use, to a populace that may be drifting away from direct contact with nature, we have serious issues to face and difficult decisions to make. We do so at a time when the challenges escalate but the Federal resources to address them are declining and many of our most experienced leaders prepare to retire. But every challenge presents an opportunity.

At the North American Wildlife Conference in March 2006, John Baughman, executive vice president of the International Association of Fish and Wildlife Agencies, spoke eloquently of the need to focus on the important rather than the urgent.

John reminded us that in today's fast-paced, information-overload world, we must sort through the daily barrage of information and data requests, to find and focus on the truly important, rather than the urgent but unimportant.

I hope that one of the important things that we will remember is that our ability to address the resource issues that we face will always come down to people—our own professionals, our ability to work cooperatively with others, with the continuing support of those we serve—the American people. Aldo Leopold told us long ago that the wildlife part of wildlife management is easy. It is the people side that is difficult.

We accomplish our mission only when our professionals understand our future direction, why we need to go there, what their role is, and have the competencies, resources, and tools needed to perform. In today's world, we need to be able to expect more of our people than we can ever demand of them. Fortunately, our people have the passion to go the extra mile for conservation. We must help point the way, set priorities, and coach, develop, and support them.

Our agency mission begins with the words, "Working with others..." Working cooperatively with partners often requires even more time and effort than working alone, at least initially. But in the long-term, the results are more than worth the effort. Bringing the creativity, passion, and resources of partners to shared goals produces far more than we could ever produce by ourselves. Also, when we help to facilitate the conservation efforts of others, we produce committed conservationists who will be there for

the long-haul, working to conserve natural resources even when we are not directly engaged with them. Our partnership efforts become a force-multiplier.

Remember all of those baby boomers who will soon be retiring? We can't afford to lose contact with them. We need to keep them engaged in our conservation efforts. That is the opportunity side of the retirement challenge—an army of fresh citizen-conservationists, with incredible passion and ability.

We must help the American people, especially our children, reconnect with the natural world. Research shows that it is good for their health and well-being. It is also good for the land and the only way that we can accomplish our conservation mission. If children grow up with no connection to the natural world, chances are they will not care as adults what happens to nature. How will we conserve fish and wildlife resources if the American people do not care what happens to those resources?

There is a growing recognition in this country that our children suffer physical, mental, spiritual, and educational harm when they grow up disconnected from unstructured play in the out-of-doors. The Service and conservation community have a huge role—indeed, a lead role—to play in helping to reconnect our children with their natural surroundings.

We face many challenges and have much work to do in our scientific, land management, and policy efforts. But I hope we never forget that it all comes down to people—our people, our partners and the American people we serve.

About This Catalog

This catalog is divided into four distinct sections, each with different cost policies:

Section I: NCTC-Sponsored Courses

(pp. 35–109)

Courses listed in this section are developed and presented by the NCTC. NCTC-sponsored training is provided without tuition charge to U.S. Fish and Wildlife Service employees. In addition, FWS students taking NCTC-sponsored training at the Shepherdstown campus are not charged for room-and-board. All other individuals attending NCTC-sponsored courses are responsible for tuition and room-and-board charges. Please contact the NCTC for additional information.

Section II: Other FWS Training

(pp. 111–115)

Courses listed in this section are sponsored by other divisions of the U.S. Fish and Wildlife Service. All tuition and room-and-board charges are the responsibility of the student. Please call the course contact listed in the course description for additional information.

Section III: Conservation Leadership NetworkSM

(pp. 127–135)

The Conservation Leadership NetworkSM is a program of The Conservation Fund. All courses listed in this section are sponsored by the Conservation Leadership NetworkSM. All tuition and room-and-board charges for non-NCTC-sponsored courses are the responsibility of the student. Please call the course contact listed in the course description for additional information.

Section IV: Other Training Programs

(pp. 137–147)

Courses listed in this section are sponsored by other Federal agencies and interagency cooperatives. All tuition and room-and-board charges are the responsibility of the student. Please call the course contact listed in the course description for additional information.

Photos: Dr. Thomas G. Barnes pp. 136, 142, Eric Eckl pg. 110, Eric Engbretson pg. 63, George Gentry pg. 64, Angela Graziano pg. 91, Ryan Hagerty pp. 22, 33, 34, 38, 43, 83, 93, 103, 132, 135, Todd Harless pp. iv, 4, 6, 25, 26, 105, Steve Hillebrand pg. 146, Gary Kemp pg. 124, John and Karen Hollingsworth pg. 67, Dave Menke pp. 126, 148, Gene Nieminen pg. 47, Gordon H. Rodda, pg. 52.

American bald eagles, too, have discovered the NCTC campus in Shepherdstown as their own “home for conservation.” 2007 will mark the fourth season that our own bald eagle pair has nested on the western side of the NCTC property; to date, six young eaglets have been produced. Web-based video of the NCTC nest from high above this stately campus sycamore has extended the story of the NCTC eagles to millions of viewers—a serendipitous form of “distance learning” that typifies NCTC’s expansive training mission.

Cover Photo: Ryan Hagerty

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General Information

What Is the National Conservation Training Center?

The U.S. Fish and Wildlife Service's National Conservation Training Center (NCTC) is a leader in providing training and education services to the natural resource management community to better accomplish our common goal of conserving fish, wildlife, plants, and their habitats. Envisioned to serve as the "home of the Fish and Wildlife Service," the NCTC brings exceptional training and education opportunities to Service employees, as well as to conservation professionals from a variety of agencies and organizations.

The NCTC is a gathering place where conservation professionals from all sectors can learn together in an environment especially designed for them. It is a place where people from the government, not-for-profit organizations, corporate sectors, and other groups can come together in a non-threatening, collaborative setting to learn new skills, share perspectives, break down barriers, establish networks, find common ground, and move toward field-based solutions built on consensus and mutual interest.

Located approximately 85 miles from Washington, D.C., the NCTC campus provides full-service residential facilities complemented by professional staff, cutting-edge programs and curricula, and the most advanced technology available to accomplish our mission.

For More Information

For general information on the NCTC, please call or write:

Mailing Address:

U.S. Fish and Wildlife Service
National Conservation
Training Center
698 Conservation Way
Shepherdstown, WV 25443

General Information: 304/876 1600

NCTC Contacts

For general information on NCTC facilities and opportunities to reserve conference rooms or training facilities, please contact:

Office of Information Technology and Registrar (ITR)

The ITR personnel help plan, coordinate, and manage on-site meetings and events, process student registrations, and provide IT assistance to virtually every visitor to the NCTC campus.

- For more information about center availability, or hosting a meeting or event at the NCTC, call 304/876 7220 or send an e-mail to NCTC_Registrar@fws.gov
- For more information about registering for an NCTC course please refer to page 3 of this catalog under Course Registration Procedures or send an e-mail to NCTC_Registrar@fws.gov.

NCTC Registrar: 304/876 7200

TTY: 304/876 7201

Registration by Fax: 304/876 7202

For more information on customized training, education outreach programs, or training in specific subject areas, please call:

NCTC Division of Training:
304/876 7472

Conservation Science and Policy:
304/876 7445

**Conservation Leadership
and Employee Development:**
304/876 7488

Conservation Land Management:
304/876 7442

NCTC Division of Education Outreach:
304/876 7494

For additional copies of the NCTC FY2006 Catalog of Training:

NCTC Publications:
304/876 7659

The NCTC Campus

The majority of NCTC courses are held at the NCTC campus, located just north of Shepherdstown, West Virginia. The campus is a full-service residential training facility located on 538 acres along the Potomac River. The campus consists of 12 training classrooms, three computer laboratories, three biology laboratories, seminar and breakout rooms, 226 on-site lodge rooms, and state-of-the-art support technology. On-site food service and physical training facilities are also available.

Classrooms

60-seat tiered fixed
45-seat flat
36-seat U-tiered fixed
36-seat flat
25-seat rounds
24-seat tiered fixed
24-seat flat

8-seat fixed seminar
14-seat seminar

Laboratory Facilities

Biology Lab
Aquatic Resources Lab
Biomedical Lab

250-Seat Auditorium

NCTC Program Information

For more current information on specific courses, dates, and locations, please access:

Internet: <http://training.fws.gov>

E-mail: nctc_registrar@fws.gov

Online Course Catalog:
<https://doilearn.doi.gov>

General Information

Lodging and Meals

The NCTC guest lodges are available to course and event participants on a space-available basis. All participants, regardless of agency, are expected to pay for incidental costs (i.e., phone calls, shuttle fees) at the time of check-out. Cancellation policies apply to enrolled course and event participants. Please contact NCTC for additional information on cancellation policies.

Guests staying at the NCTC are housed in the Aldo Leopold, Rachel Carson, J.N. “Ding” Darling, or Murie guest lodges, and typically have a guest room with a double bed and private bath.

Service Employees

FWS employees enrolled in an NCTC-sponsored course do not pay for lodging or meals. For other events, FWS employees pay a reduced per diem rate.

NPS and BLM

Employees of the National Park Service and Bureau of Land Management, because of their agency contributions, pay a reduced per diem rate for courses and events.

Other

All other groups are charged the local per diem rate. These rates include the NCTC meal plan, which begins with dinner on the day of check-in and ends with lunch on the day of check-out.

Please go to our Web site at <http://training.fws.gov/tufees.html> to obtain the current lodging fees.

On-site lodging for event participants is arranged through the event coordinator in accordance with the terms of agreement with the NCTC. All lodging arrangements off-site should be made independently by the participant or event coordinator. The NCTC can provide contact information for local off-site accommodations.

Transportation

The NCTC provides round-trip shuttle transportation from Dulles Airport in Virginia, approximately 55 miles from the Shepherdstown campus. Specific shuttle information and reservation policies can be found at <http://training.fws.gov/shuttle.htm>

Participants with Special Needs

We make every effort to ensure that training programs are accessible to all participants. The campus is in full compliance with the Americans with Disabilities Act.

Guests should advise their course leaders or event coordinators in advance to make appropriate arrangements based on their needs, such as special menus or accessibility. Other requirements, such as interpreter services, should be listed on the course application or provided to the event coordinator.

Department-wide Learning Management System (LMS)

As of December 2005, the NCTC joined the other bureaus and offices of the Department of the Interior (DOI) and launched a new Learning Management System (LMS). Officially named DOI LEARN, this system will provide a single area in which to find learning opportunities offered by all training programs within DOI. The system will soon also provide a means to electronically approve and track training events that are hosted by third-party vendors, outside of the DOI training network.

More than just a learning tool, DOI LEARN will help DOI managers and their employees work together to set career development paths and Individual Development Plans. The system offers instructor-managed discussion boards, distance learning opportunities, and online training (OLT), all through a single login, and provides employees with a tool to track and manage all aspects of learning events—from reading an important document to participating in a mentoring program.

Please take the time to learn about all the opportunities available to you via DOI LEARN. For more information about using this tool to best support your employees contact the NCTC Office of Information Technology and Registrar (ITR) at 304/876 7220 and ask for the DOI LEARN Technical Systems Manager.

Recreational Opportunities

The NCTC is a walking campus. Parking areas, instructional buildings, guest lodges, and commons areas are within a short walk of each other. After class, participants can go birding or hiking on the 5 miles of paths that traverse the 538-acre NCTC campus. The Physical Training Center offers workout equipment, volleyball, and basketball. Please bring comfortable shoes and appropriate recreational wear. We recommend bringing rain gear or an umbrella for inclement weather.

College Credit

College credit is available, by separate application, for many NCTC courses through a partnership with nearby Shepherd University. No college credit is awarded unless a separate form, “Request for College Credit,” is completed and submitted to your course leader at the time of the class or mailed to NCTC’s Shepherd University Liaison (address on back of form). The credit awarded is a Pass/Fail credit; students do not receive a grade. College credit courses can be identified in this catalog by the graduation cap symbol shown on page 3. Credit is awarded as follows:

**2–3 day course
at least 15 hours** 1 semester credit

**4–5 day course
at least 30 hours** 2 semester credits

**2 week course
at least 45 hours** 3 semester credits

**2 week course
with lab/fieldwork** 4 semester credits

General Information

Key to Symbols

New Course



Correspondence Course



Shepherd University Credit
(unless otherwise noted)



Web-based Course



Tuition

NCTC training is provided without charge to employees of the U.S. Fish and Wildlife Service. Tuition fees are charged to all other participants in NCTC-sponsored courses. Accommodations are NOT included in tuition fees. For courses not sponsored by the NCTC, please refer to the course contact for more information on individual tuition charges.

For NCTC-sponsored courses, the following fees will be charged to all non-FWS participants:

1-day course	\$170.00
2-day course	\$340.00
3-day course	\$510.00
4-day course	\$680.00
5-day course	\$850.00
2-week course	\$1,700.00
3-week course	\$2,550.00

Exceptions to these charges are noted on the individual course listings for which they apply. Please note that courses that use the NCTC computer laboratory and GIS laboratory are charged at a separate rate.

Both BLM and NPS contribute funding to NCTC operations. Employees of these organizations should contact their on-site NCTC liaisons for information on reduced tuition charges (see p. 152).

Tuition Payment

All registrants must provide a valid credit card number or complete billing information at the time of registration. This is done via DOI LEARN, the Department of Interior's Learning Management System. Two weeks before the class begins, class rosters will be reviewed and credit cards for all enrolled students will be processed. Receipts will be e-mailed to the cardholder.

While credit cards are the preferred method of payment, government agencies wishing to use IPAC as means of payment must provide the required information via DOI LEARN at the time of registration.

Accepted credit cards include Visa, Master Card, American Express, and Discover.

Special arrangements for other means of tuition payment, while discouraged, can be made on a case-by-case basis. Questions should be addressed to NCTC_Registrar@fws.gov

Course Registration Procedures

To register for an NCTC course, all students should access the new on-line course catalog found at <https://doilearn.doi.gov>. This on-line course catalog is a part of the new Department of Interior Learning Management System (LMS) called DOI LEARN.

■ DOI personnel should log in to DOI LEARN and self register for NCTC training. The LMS will send an e-mail to your supervisor requesting approval. The supervisor then approves or denies the request and the approved registration is forwarded to the class administrator. Supervisory approval does not guarantee that the student will be accepted into the class. Final acceptance is determined by the course leader. Billing information is required for registration.

- For all other (non-DOI) registrants, once an appropriate class is found, the LMS will request the applicant's personal and billing information and forward it to an LMS administrator, who will then complete the registration process. Billing information is required for registration.
- Registration confirmations, notifications, and specific instructions are primarily accomplished via e-mail. A valid e-mail address is required for registration.
- For registrants who cannot submit their information via the Web, use the application found at the end of this catalog or the Adobe PDF document found at http://training.fws.gov/catalog/Application_Student.pdf. Applications can be submitted via fax to 304/876 7202 or postal mail to the address noted on the application.
- Applications will not be accepted by phone.

Course Cancellation

Cancellations should be made AS SOON AS POSSIBLE. For DOI participants, cancellation requests should be made via the DOI LEARN system by accessing the My Courses area and clicking the 'Request to Drop' link. An e-mail will be sent to the Course Administrator, who will then process the cancellation. Non-DOI participants should cancel by e-mail to NCTC_Registrar@fws.gov. The request will be forwarded to the appropriate training branch for action.

Cancellation Policy

Course participants, including Service employees, who cancel reservations within weeks of the start of the course (to the day)—and do not have a substitution—will be charged in full for both tuition and guest room costs. *Tuition penalty assessment applies to all NCTC courses regardless of where the course is conducted.*

General Information

Other NCTC Training and Services

The primary focus of the NCTC is on the continuing training needs of Service employees. The NCTC provides a variety of training and education services to enhance the knowledge of all conservation professionals. The NCTC will consider requests to design and deliver customized courses on a cost-reimbursable basis.

Examples of other NCTC services include:

- Working with other Fish and Wildlife Service divisions to develop environmental education and interpretation program materials;
- Providing a central source of information and expertise on conservation-related training;
- Planning and technical assistance in media services, including video production, graphic design, and distance learning; and
- Working with other Fish and Wildlife Service divisions to distribute educational and training materials to school systems, the public, and other groups.

Education and Outreach Program Support

The Division of Education Outreach works with the other divisions within the FWS to provide support and consultation on education and outreach projects as viable, essential tools for conservation. From environmental and conservation education to interpretation and media outreach programs, the division helps assess, plan, evaluate, and develop education and outreach training, programs, tools, and resource materials. NCTC has helped initiate, field test, and support education and outreach programs that address migratory birds, wildlife trade, endangered species, wetlands, schoolyard habitat, urban wildlife, and other topics. NCTC provides national coordination for the U.S. Fish and Wildlife Service National Extension and Sea Grant Program, Scouting Program, Heritage Program, and the Shorebird Sister Schools Program.

Contact: Nancy Streeter
Division: Education Outreach
Phone: 304/876 7651

NCTC Liaisons

NCTC liaisons coordinate the NCTC's training programs with the needs of other partner agencies and organizations. NCTC liaisons also design and host other educational events and workshops and serve as contacts for securing meetings and overnight space for the NCTC's partner agencies and organizations.

Call 304/876 7266 for general information on the activities of NCTC liaisons or contact the Bureau of Land Management, Federal Assistance, Non-Government Organizations, or National Park Service liaisons directly using the numbers listed under "NCTC Liaisons" on page 152.



General Information

Facility Rental

In addition to sponsored courses, the NCTC's state-of-the-art facilities are available for contract rental to conservation agencies and organizations for independent training, workshops, meetings, and other conservation-related functions. NCTC seminar and classrooms are furnished with speaker-friendly tackboard walls, rear-screen audiovisual systems with touchpad and remote control, soundproof acoustic design, temperature control, multi-control system lighting, ergonomically designed chairs, non-reflective student tables, portable dry erase boards, easel charts, and other amenities. Technical assistance, break service, and faculty lounge with copy machine, fax machine, and computer workstation are provided with facility rental. Other services to facilitate productive meetings and conferences are available at minimal cost, including video and audio conferencing, photography, and video and training materials production.

Your event participants may stay on-site in one of the four lodges to take full advantage of the campus facilities, including outdoor walkways, physical training facility, on-site dining, and lounge.

For more information about hosting your next meeting or training session at the NCTC, contact the Office of Information Technology and Registrar for an event application and to inquire about space availability or log onto our Web site at <http://training.fws.gov/events.html>. The office will plan your event logistics to ensure a successful day meeting, retreat, or more elaborate conference.

Office of Information Technology and Registrar (ITR): 304/876 7220

NCTC Conservation Library

The NCTC Conservation Library provides access to information resources for all NCTC course leaders and instructors as they develop their curricula, and for students in training as they research and scope out critical issues in the field. The collection includes resources for trainers, employee development material, environmental education teaching activity kits, a core collection of fisheries and wildlife management texts, and useful ready reference tools for natural resource professionals. Foundational materials in the areas of public policy, land ethics, and wildlife law are strongly represented. Environmental history, biographies of key conservation heroes, and core natural history texts are also available. The library's classic conservation collection is fast becoming an outstanding selection of materials, thanks to many generous donations.

Through the Conservation Library, the Fish and Wildlife Service's Directorate has established an agency-wide on-line literature search service, providing Internet access to scientific abstracts most regularly needed by field biologists. Citations and abstracts from peer-reviewed literature are available from Cambridge Scientific Abstracts and the National Information Services Corporation; documents can be fulfilled by the Department of the Interior Library or at your local university or community libraries. The NCTC Conservation Library provides literature searching tools for students while they are training at NCTC. Students may request articles or interlibrary loan books and materials while they are in training at NCTC. All Service employees may request any material from the library's collection at any time by e-mail at library@fws.gov. To access the NCTC Conservation Library and catalog directly, go to <http://library.fws.gov>

The Conservation Library is currently the primary repository of all new Service publications, which are received in either electronic or paper copy. Each of these publications is posted to the server, made available on-line, and cataloged in the library's catalog. The library has also inventoried most of the on-line publications throughout the Service Web sites and has made links available at <http://library.fws.gov/pubs3.html>

The Fish and Wildlife Service consortium of library and information system Web sites is available at <http://library.fws.gov>

The NCTC Archive

The NCTC Archive is a major repository of important documents, images, film, and objects from the history of the U.S. Fish and Wildlife Service and the American conservation movement.

Students and guests can visit the archive and view such items as the original survey of Pelican Island, a signed first edition of *Silent Spring*, and a collection of original Jay N. "Ding" Darling artwork. Researchers can access thousands of pages of important Service documents and field notes produced by eminent Service field biologists.

The archive presently holds more than 300 individual collections, including the Dave Hall Fish and Wildlife Service Law Enforcement Collection, The Norman Olson ANILCA Collection, the Christopher Koss Jay N. Darling Collection, and the archive collection of the National Wildlife Federation. See <http://training.fws.gov/history.html>

Distance Learning Program

What is “distance learning”?

Distance learning is the delivery of training using technologies such as videotape, CD-ROM, audio conferencing, interactive Web training, interactive television, Web-based training, and printed material. Look in this catalog for the “correspondence course” and Web-based course graphics (see page 3) for the more than 40 self-study and CD-ROM courses.

The NCTC also produces and delivers IWT (interactive Web training) and ITV (interactive television) courses. For a current schedule of events delivered via these technologies, check the NCTC distance learning home page at this address: <http://distancelearning.fws.gov>. Once there, click on “Schedule of Events.”

How can distance learning meet my needs?

Distance learning methods can be used to provide training to answer a variety of needs. If you have a specific training need that you would like to have met via distance learning, please contact the appropriate branch listed in this catalog.

Distance learning can be appropriate for a combination of reasons; some are listed here.

- The audience is large and geographically dispersed;
- Curriculum, audiovisual materials, and other materials exist for this course, making the transition to distance learning easier;
- The course is popular, and there is more demand than can be met with traditional classroom scheduling;
- The training is mandatory;
- The instructors are widely geographically dispersed;
- Participants and instructors have limited travel budgets;

- The content changes frequently (i.e., must be updated to reflect new regulations or technology);
- The training is needed immediately; and
- The material can be delivered in “chunks” or modules.

If your training need meets several of these criteria, it may be a good candidate for delivery via distance learning.

Where can we participate in interactive television events?

Fish and Wildlife Service employees have access to 21 downlink sites where they can participate in NCTC interactive television events. These are located at:

- All FWS regional offices
- Arlington Square (Washington, DC)
- National Forensics Lab (Ashland, OR)
- Western Washington Office (Lacey, WA)
- California-Nevada Office (Sacramento, CA)
- Carlsbad Office (Carlsbad, CA)
- Chincoteague NWR (Chincoteague, VA)
- NCTC (Shepherdstown, WV)
- North Mississippi Refuge (Grenada, MS)
- ES Field Office (Daphne, AL)
- Marquette Biological Station (Marquette, MI)
- BLM National Training Center (Phoenix, AZ)
- S.E. Louisiana Refuges Office (Lacombe, LA)
- Ludington Biological Station (Ludington, MI)
- Wheeler NWR (Decatur, AL)

A distance learning point-of-contact is located at each of these sites to help you participate in interactive television events. You can identify your point-of-contact by visiting our distance learning Web page at <http://distancelearning.fws.gov/location.htm>

How do I establish a downlink site for interactive television?

The distance learning Web site provides information on the procedures for ordering equipment capable of receiving interactive television events. Check out <http://distancelearning.fws.gov>

Where can we participate in interactive Web training and events?

Several courses are now available via interactive Web training, and more are in development. Meetings can be conducted and presentations delivered using the Internet, as well. Call the distance learning coordinator, or visit <http://distancelearning.fws.gov> for more information.

Whom do I call for more information on distance learning?

If you have further questions about the NCTC distance learning program, please contact NCTC's distance learning coordinator, Randy Robinson, at 304/876 7450 or e-learning specialist, Don Tollefson at 304/876 7476.

If you have questions specific to the content of a course delivered via distance learning, please contact the course leader for that training.

List of Courses by Subject

Aquatic Resources

- 64 Advanced Fisheries Management
- 62 Advanced Macroinvertebrate Ecology and Identification
- 40 Amphibian Health Examinations and Disease Monitoring
- 64 Analysis of Telemetry Data in the GIS Environment
- 50 Applied Conservation Genetics
- 66 Applied Fluvial Geomorphology—Level I
- 55 Aquatic Animal Health
- 60 Biotelemetry Techniques
- 56 Coldwater Fish Culture
- 66 Concepts in Aquatic Ecology
- 65 Fish Ecology
- 61 Fish-Friendly Stream Crossings
- 57 Fish Genetics
- 58 Fish Histology and Histopathology
- 61 Fish Identification
- 63 Fish Stock Assessment
- 36 Fisheries Academy
- 55 Fisheries Information System (FIS)
- 59 Fisheries Management
- 58 Fisheries Techniques
- 65 Freshwater Biomonitoring Using Benthic Macroinvertebrates
- 71 GIS Design for Fisheries Management
- 59 HACCP Planning for Natural Resource Pathways
- 57 Imperiled Aquatic Species Restoration and Recovery
- 56 Introduction to Fish Health
- 62 Investigating Fish Kills
- 65 Introduction to River Science and Management
- 62 Macroinvertebrate Ecology and Identification
- 69 Modern Capture-Recapture Models for Terrestrial and Aquatic Applications
- 60 Principles and Techniques of Electrofishing
- 60 Principles and Techniques of Electrofishing (Correspondence)
- 67 River Morphology and Applications—Level II
- 59 Rotenone and Antimycin Use in Fish Management
- 66 Stream Habitat Measurement Techniques
- 52 Survey Methods for Frog Abnormalities on National Wildlife Refuges
- 68 Tag Return Models for Fisheries Research
- 56 Warm and Cool Water Fish Culture
- 57 Water Treatment Processes for Aquatic Systems

Biodiversity

- 50 Applied Conservation Genetics
- 58, 81 Conservation Biology: An Introduction
- 51 Cumulative Effects Assessment
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach
- 47 Scientific Principles and Techniques for Endangered Species Conservation

Budgeting

- 103 Congressional Operations Seminar
- 102 Effective Budgeting for Supervisors and Managers
- 94 Grant Writing for Conservation

Communications/Speaking/Writing

- 96 Conserving Natural Resources Through Interpretive Writing
- 54 Critical Writing Skills Development
- 52 Decision Analysis Workshop for Natural Resource Management
- 109 Delivering a Training Session
- 92 Developing and Working With Friends Groups
- 106 Effective Facilitation
- 133 Fund-Raising for Land Trusts
- 94 Grant Writing for Conservation
- 99 Media and Outreach Academy

List of Courses by Subject

- 89 Natural Resource Communications Techniques and Technologies
- 98 Working with the News Media
- 93 Volunteer Recruitment and Management

Computer Technology

- 76 Computer Connectivity for FWS Field Stations
- 76 Computer Support for Field Stations (Basic)
- 76 Computer Support for Field Stations (Advanced)
- 75 Computer Support Overview
- 77 Computer Systems Management in the Fish and Wildlife Service
- 109 Creating an On-line Course
- 78 Digital Imaging Fundamentals for Resource Conservation
- 77 Internet Advanced Development for Fish and Wildlife Information
- 78 Internet Developers National FWS Workshop
- 77 Internet Web Site Development for Fish and Wildlife Information
- 69 New Technologies for Fish and Wildlife Managers

Congress

- 99 Congress and the Field Office
- 103 Congressional Operations Seminar
- 99 Media and Outreach Academy

Consensus/Negotiations/Conflict

- 107 Applying Collaboration to Environmental Issues
- 93, 130 Balancing Nature and Commerce in Gateway Communities
- 106 Effective Facilitation
- 134 Gateway Communities: Keystone to Success (ITV Workshop)
- 107 Introduction to Interest-Based Negotiations
- 91 Public Participation & Informed Consent—
Part I Bleiker Approach for Public Officials to Complex Problem-Solving
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach

Conservation Biology

- 50 Applied Conservation Genetics
- 58, 81 Conservation Biology: An Introduction
- 51 Cumulative Effects Assessment
- 46 Monitoring and Adaptive Management for Endangered Species Conservation
- 51 Principles of Integrated Pest Management
- 47 Scientific Principles and Techniques for Endangered Species Conservation
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach

Conservation Leadership

- 102 Advanced Leadership Development Program
- 101 Advanced Supervision: Building on Experience
- 93, 130 Balancing Nature and Commerce in Gateway Communities
- 134 Building Partnerships Between Gateway Communities and Public Lands (ITV Workshop)
- 101 Coaching for Effective Performance
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- 133 Conservation Options: The Land Protection Tool Box
- 90 Conservation Partnerships
- 90 Conservation Partnerships in Practice
- 132 Conserving Agricultural Lands
- 46 Conserving Endangered Species on Non-Federal Lands
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- 134 Gateway Communities: Keystone to Success (ITV Workshop)
- 70, 131 GIS Overview for Natural Resource Conservation
- 72 GIS Remote Sensing Technology
- 74 GPS Overview for Natural Resources
- 53, 130 How to Plan and Deliver a Green Infrastructure Training
- 54 Incident Command System
- 99 Media and Outreach Academy

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- 131 The Practice of Environmentally Sensitive Development
- 135 The Practice of Environmentally Sensitive Development (On-line)
- 109 Project Leader Academy
- 94 The Role of Hunting in Wildlife Conservation and Management
- 102 Stepping Up to Leadership
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach
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- 106 Team Effectiveness Training

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- 95 Accessible Hunting and Fishing Opportunities
- 92 Building Community Support
- 104 Ethics for New Supervisors
- 37, 94 Introduction to Visitor Services
- 92 Sales Outlets: Beyond Bookstores
- 96 Trail Management: Plans, Projects and People

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- 50 Advanced Interagency Consultation for Endangered Species
- 45 Advanced Natural Resource Damage Assessment and Restoration Workshop
- 45 Advanced Plant Identification: Grasses, Sedges, Rushes, and Composites
- 40 Amphibian Health Examinations and Disease Monitoring
- 50 Applied Conservation Genetics
- 53 Applied Plant Ecology
- 107 Applying Collaboration to Environmental Issues
- 46 Conserving Endangered Species on Non-Federal Lands
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- 52 Decision Analysis for Natural Resources Management
- 51 Developing a Biological Assessment
- 78 Digital Imaging Fundamentals for Resource Conservation
- 46 Ecological Risk Assessment
- 36 Ecological Services Basic Training
- 41 Endangered Species Listing and Candidate Assessment
- 44 Endangered Species Recovery Implementation—Achieving Success in Recovery
- 42 Endangered Species Recovery Planning
- 39 Environmental Contaminants Field and Laboratory Techniques
- 47 ESA Synopsis/Update
- 45 Federal Activities and the Fish and Wildlife Coordination Act (FWCA)
- 71, 131 GIS Design for Regional Conservation Planning
- 42 Habitat Conservation Planning for Endangered Species
- 54 Habitat Equivalency Analysis (HEA) Workshop
- 49 Habitat Restoration Techniques Workshop
- 53, 130 How to Plan and Deliver a Green Infrastructure Training
- 147 Hydric Soils for Wetland Delineation
- 48 Hydropower Projects: Roles and Responsibilities
- 41 Interagency Consultation for Endangered Species
- 43 Integrating NEPA into FWS Activities
- 43, 107 Introduction to Interest-based Negotiation
- 75 Logging System Design for ES Field Stations
- 75 Logging System Design for ES Field Stations (Advanced)
- 81 Management of Oil and Gas Activities on National Wildlife Refuge System Lands
- 39 Migratory Bird Conservation—A Trust Responsibility
- 46 Monitoring and Adaptive Management for Endangered Species Conservation
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- 51 Principles of Integrated Pest Management
- 50 Principles of Modeling for Conservation Planning and Analysis
- 49 Safe Harbor Agreements/ Candidate Conservation Agreements with Assurances
- 47 Scientific Principles and Techniques for Endangered Species Conservation
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach
- 52 Survey Methods for Frog Abnormalities on National Wildlife Refuges
- 40 Wetland Plant Identification
- 41 Wetland Regulatory Program
- 147 Wetland Restoration and Management
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- 107 Applying Collaboration to Environmental Issues
- 92 Building Community Support
- 58 Conservation Biology: An Introduction
- 132 Conservation Easement Stewardship
- 133 Conservation Options: The Land Protection Tool Box
- 90 Conservation Partnerships
- 90 Conservation Partnerships in Practice
- 46 Conserving Endangered Species on Non-Federal Lands
- 51 Cumulative Effects Assessment
- 46 Ecological Risk Assessment
- 71, 131 GIS Design for Regional Conservation Planning
- 59 HACCP Planning for Natural Resource Pathways
- 42 Habitat Conservation Planning for Endangered Species
- 39 Migratory Bird Conservation—A Trust Responsibility
- 51 Principles of Integrated Pest Management
- 50 Principles of Modeling for Conservation Planning and Analysis
- 49 Safe Harbor Agreements/ Candidate Conservation Agreements with Assurances
- 47 Scientific Principles and Techniques for Endangered Species Conservation
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach

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- 93, 130 Balancing Nature and Commerce in Gateway Communities
- 92 Building Community Support
- 134 Building Partnerships Between Gateway Communities and Public Lands (ITV Workshop)
- 99 Congress and the Field Office
- 90 Conservation Partnerships
- 90 Conservation Partnerships in Practice
- 96 Conserving Natural Resources Through Interpretation
- 97 Conserving Natural Resources Through Interpretive Panels and Exhibits
- 96 Conserving Natural Resources Through Interpretive Writing
- 109 Creating an On-line Course
- 54 Critical Writing Skills Development
- 109 Delivering a Training Session
- 108 Designing and Delivering a Training Session
- 92 Developing and Working with Friends Groups
- 97 Developing Festivals and Special Events
- 98 Developing Teacher Training
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- 98 Education Programs for Youth: School's Out
- 97 Environmental Education Methods
- 134 Gateway Communities: Keystone to Success (ITV Workshop)
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- 99 Media and Outreach Academy
- 88 Outreach Basics
- 88 Public Outreach and Education: Overview and Program Planning
- 94 The Role of Hunting in Wildlife Conservation and Management
- 134 Sustainable Tourism in Gateway Communities (ITV Workshop)
- 96 Trail Management: Plans, Projects and People
- 93 Volunteer Recruitment and Management
- 98 Working With the News Media

Endangered Species

- 50 Advanced Interagency Consultation for Endangered Species
- 46 Conserving Endangered Species on Non-Federal Lands
- 52 Decision Analysis Workshop for Natural Resource Management
- 51 Developing a Biological Assessment
- 41 Endangered Species Listing and Candidate Assessment
- 44 Endangered Species Recovery Implementation—Achieving Success in Recovery
- 42 Endangered Species Recovery Planning
- 47 ESA Synopsis/Update
- 42 Habitat Conservation Planning for Endangered Species
- 57 Imperiled Aquatic Species Restoration and Recovery
- 41 Interagency Consultation for Endangered Species
- 46 Monitoring and Adaptive Management for Endangered Species Conservation
- 49 Safe Harbor Agreements/Candidate Conservation Agreements with Assurances
- 47 Scientific Principles and Techniques for Endangered Species Conservation

Environmental Contaminants

- 45 Advanced NRDAR Workshop
- 40 Amphibian Health Examinations and Disease Monitoring
- 46 Ecological Risk Assessment
- 39 Environmental Contaminants Field and Laboratory Techniques
- 54 Habitat Equivalency Analysis (HEA) Workshop
- 62 Investigating Fish Kills
- 79 Land Environmental Site Assessment — Level I Procedures
- 81 Management of Oil and Gas Activities on National Wildlife Refuge System Lands
- 40 Natural Resource Damage Assessment and Restoration (NRDAR)
- 48 Natural Resource Economics for Non-Economists
- 44 Oil and Chemical Spill Response
- 42 Pesticides and Fish and Wildlife Resources
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Environmental Education

- 89 Applied Environmental Education Program Evaluation
- 109 Creating an On-line Course
- 109 Delivering a Training Session
- 108 Designing and Delivering a Training Session
- 98 Developing Teacher Training
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- 98 Education Programs for Youth: School's Out
- 97 Environmental Education Methods

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- 123 Federal Assistance Grant Writing Workshop
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- 122 Federal Assistance Project Leaders
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- 104 EAGLS Fundamentals
- 102 Effective Budgeting for Supervisors and Managers
- 90 Federal Agencies & Non-Profit Partners: Building Blocks for Sustainable Funding Revenues
- 108 Financial Fundamentals for Administrative Professionals
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- 133 Fund-Raising for Land Trusts
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- 48 Natural Resource Economics for Non-Economists

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- 124 Fire Management Mentoring Program
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- 125 Incident Qualifications and Certification System (IQCS)
- 125 Prescribed Fire Planning and Implementation (PFPI)
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- 62 Advanced Macroinvertebrate Ecology & Identification
- 50 Applied Conservation Genetics
- 55 Aquatic Animal Health
- 57 Fish Genetics
- 61 Fish Identification
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- 62 Investigating Fish Kills
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- 60 Principles and Techniques of Electrofishing
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- 61 Fish Identification
- 58 Fisheries Techniques
- 69 New Technologies for Fish and Wildlife Managers
- 60 Principles and Techniques of Electrofishing
- 60 Principles and Techniques of Electrofishing (Correspondence)
- 59 Rotenone and Antimycin Use in Fish Management
- 66 Stream Habitat Measurement Techniques

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- 57 Fish Genetics
- 58 Fish Histology and Histopathology
- 55 Fisheries Information System (FIS)
- 58 Fisheries Techniques
- 57 Imperiled Aquatic Species Restoration and Recovery
- 56 Introduction to Fish Health
- 56 Warm and Cool Water Fish Culture
- 57 Water Treatment Processes for Aquatic Systems

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- 55 Aquatic Animal Health
- 58 Fish Histology and Histopathology
- 55 Fisheries Information System (FIS)
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- 73 GIS Cartographic Design
- 71 GIS Design for Fisheries Management
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- 70 GIS Introduction for Conservation Professionals
- 73 GIS National FWS Workshop
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- 72 GIS Remote Sensing Technology
- 70 GIS Use for Wildlife Habitat Management (Intermediate)
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- 59 HACCP Planning for Natural Resource Pathways
- 42 Habitat Conservation Planning for Endangered Species
- 49 Habitat Restoration Techniques Workshop
- 53, 130 How to Plan and Deliver a Green Infrastructure Training
- 44 Partners for Fish and Wildlife (PFW) — Habitat Restoration
- 131 The Practice of Environmentally Sensitive Development
- 135 The Practice of Environmentally Sensitive Development (On-line)
- 48 Principles of Habitat Assessment
- 80 Rights-of-Way Habitat Management
- 49 Safe Harbor Agreements/Candidate Conservation Agreements with Assurances

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- 66 Stream Habitat Measurement Techniques

Habitat Evaluation

- 66 Concepts in Aquatic Ecology
- 70 GIS Use for Wildlife Habitat Management (Intermediate)
- 54 Habitat Equivalency Analysis (HEA) Workshop
- 48 Principles of Habitat Assessment
- 66 Stream Habitat Measurement Techniques

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- 81 Management of Oil and Gas Activities on National Wildlife System Lands
- 44 Oil and Chemical Spill Response

Human Resources Management

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- 101 Coaching for Effective Performance
- 94 Grant Writing for Conservation
- 101 Introduction to Management Skills
- 104 Supervisory Pay and Leave Overview
- 93 Volunteer Recruitment and Management

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- 78 Internet Developers National FWS Workshop
- 77 Internet Website Development for Fish and Wildlife Information

Information Technology

- 76 Computer Connectivity for FWS Field Stations
- 76 Computer Support for Field Stations (Basic)
- 76 Computer Support for Field Stations (Advanced)
- 75 Computer Support Overview
- 77 Computer Systems Management in the Fish and Wildlife Service
- 109 Creating an On-line Course
- 78 Digital Imaging Fundamentals for Resource Conservation
- 77 Internet Advanced Development for Fish and Wildlife Information
- 78 Internet Developers National FWS Workshop
- 77 Internet Website Development for Fish and Wildlife Information
- 69 New Technologies for Fish and Wildlife Managers

Interpersonal Skills

- 107 Applying Collaboration to Environmental Issues
- 92 Building Community Support
- 101 Coaching for Effective Performance
- 90 Conservation Partnerships
- 90 Conservation Partnerships in Practice
- 106 Effective Facilitation
- 94 Grant Writing for Conservation
- 107 Increasing Your Personal Effectiveness
- 107 Introduction to Interest-based Negotiations
- 89 Natural Resources Communications Techniques and Technologies
- 106 Team Effectiveness Training

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- 96 Conserving Natural Resources Through Interpretive Writing
- 96 Conserving Natural Resources Through Interpretation
- 97 Developing Festivals and Special Events

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- 36 Fisheries Academy
- 37, 94 Introduction to Visitor Services
- 99 Media and Outreach Academy
- 37 Realty Academy
- 37 Refuge Management Training Academy
- 105 U.S. Fish and Wildlife Service New Employee Web Orientation Program
- 38, 105 U.S. Fish and Wildlife Service Employee Foundations

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- 79 Land Acquisition and Disposal for Federal Natural Resource Projects
- 78 Land and Real Estate Law Introduction for Federal Natural Resource Projects
- 79 Land Environmental Site Assessment — Level I Procedures
- 79 Land Legal Descriptions for Real Property
- 73 Map and Orienteering Skills
- 37 Realty Academy

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- 78 Land and Real Estate Law Introduction for Federal Natural Resource Projects
- 79 Land Legal Descriptions for Real Property
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- 112 Advanced Law Enforcement Courses for Refuge Officers (FLETC)
- 116 Bushmaster Armorer School
- 115 Colt AR-15 Armorer School
- 112 Covert Wildlife Investigation Program
- 115 Glock Armorer School
- 112 In-Service Training for Wildlife Inspectors
- 113 Law Enforcement for Managers Course
- 115 Remington Shotgun Armorer School
- 114 Sig Sauer Armorer School
- 113 Special Agent Basic School (SABS)
- 113 Special Agent Covert Wildlife Investigation Program
- 114 Supervisory Law Enforcement Training: Division of Law Enforcement
- 114 Wildlife Inspector Basic Training Program (WIBTP)

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- 102 Advanced Leadership Development Program
- 101 Advanced Supervision: Building on Experience
- 100 Applied Supervision
- 101 Coaching for Effective Performance
- 101 Introduction to Management Skills
- 109 Project Leader Academy
- 102 Stepping Up to Leadership

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- 73 GIS Cartographic Design
- 71 GIS Design for Fisheries Management
- 71 GIS Design for Natural Resource Lands Management
- 71, 131 GIS Design for Regional Conservation Planning
- 70 GIS Introduction for Conservation Professionals
- 72 GIS Vegetative Cover Mapping
- 72 GIS Remote Sensing Technology
- 74 GPS Advanced Applications for Natural Resources

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- 79 Land Legal Descriptions for Real Property
- 75 Logging System Design for ES Field Stations
- 75 Logging System Design for ES Field Stations (Advanced)
- 73 Map and Orienteering Skills
- 69 New Technologies for Fish and Wildlife Managers
- 72 Vegetation and Wildlife Survey Using Air Sensor Technologies

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- 99 Media and Outreach Academy
- 89 Natural Resources Communications Techniques and Technologies
- 98 Working with the News Media

NEPA

- 43 Integrating NEPA into FWS Activities

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- 36 Ecological Services Basic Training
- 36 Fisheries Academy
- 37, 94 Introduction to Visitor Services
- 99 Media and Outreach Academy
- 37 Realty Academy
- 37 Refuge Management Training Academy
- 105 U.S. Fish and Wildlife Service Employee Foundations
- 38, 105 U.S. Fish and Wildlife Service New Employee Web Orientation Program

Partnerships

- 55 Adaptive Community-Based Conservation
- 107 Applying Collaboration to Environmental Issues
- 93, 130 Balancing Nature and Commerce in Gateway Communities
- 92 Building Community Support
- 134 Building Partnerships Between Gateway Communities and Public Lands (ITV Workshop)
- 90 Conservation Partnerships
- 90 Conservation Partnerships in Practice
- 46 Conserving Endangered Species on Non-Federal Lands
- 97 Developing Festivals and Special Events
- 92 Developing and Working with Friends Groups
- 90 Federal Agencies & Non-Profit Partners: Building Blocks for Sustainable Funding Revenues
- 134 Gateway Communities: Keys to Success (ITV Workshop)
- 94 Grant Writing for Conservation
- 107 Introduction to Interest-based Negotiations
- 44 Partners for Fish and Wildlife (PFW) — Habitat Restoration
- 94 The Role of Hunting in Wildlife Conservation and Management
- 92 Sales Outlets: Beyond Bookstores
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach
- 93 Volunteer Recruitment and Management

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- 43 Integrating NEPA into Agency Activities
- 75 Logging System Design for ES Field Stations
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- 42 Endangered Species Recovery Planning
- 45 Federal Activities and the Fish and Wildlife Coordination Act (FWCA)
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- 94 Grant Writing for Conservation

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- 42 Habitat Conservation Planning for Endangered Species
- 84 Habitat Management Planning
- 59 HACCP Planning for Natural Resource Pathways
- 43 Integrating NEPA into Agency Activities
- 37, 94 Introduction to Visitor Services
- 88 Public Outreach and Education: Overview and Program Planning
- 84 Refuge Comprehensive Conservation Planning
- 49, 130 Strategic Conservation Planning Using a Green Infrastructure Approach

Problem Solving

- 101 Advanced Supervision: Building on Experience
- 107 Applying Collaboration to Environmental Issues
- 90 Conservation Partnerships in Practice
- 106 Effective Facilitation
- 107 Introduction to Interest-based Negotiation
- 50 Principles of Modeling for Conservation Planning and Analysis
- 91 Public Participation & Informed Consent—Part I Bleiker Approach for Public Officials to Complex Problem-Solving

Programs, U.S. Fish and Wildlife Service

- 86 Advanced Refuge Management Academy
- 99 Education and Outreach Program Support
- 45 Federal Activities and the Fish and Wildlife Coordination Act (FWCA)
- 36 Fisheries Academy
- 99 Media and Outreach Academy
- 37 Refuge Management Training Academy

Realty

- 79 Land Acquisition and Disposal for Federal Natural Resource Projects
- 78 Land and Real Estate Law Introduction for Federal Natural Resource Projects
- 79 Land Environmental Site Assessment — Level I Procedures
- 79 Land Legal Descriptions for Real Property
- 37 Realty Academy

Refuge Management

- 95 Accessible Hunting and Fishing Opportunities
- 45 Advanced Plant Identification: Grasses, Sedges, Rushes, and Composites
- 86 Advanced Refuge Management Training Academy
- 58, 81 Conservation Biology: An Introduction
- 82 Cultural Resources Overview
- 92 Developing and Working with Friends Groups
- 78 Digital Imaging Fundamentals for Resource Conservation
- 71 GIS Design for Natural Resource Lands Management
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- 74 GPS Introduction for Natural Resource Field Personnel
- 84 Habitat Management Planning
- 49 Habitat Restoration Techniques Workshop
- 54 Incident Command System
- 80 Innovative Approaches to Wildlife/Highway Interactions
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- 79 Land Environmental Site Assessments — Level I Procedures
- 81 Management of Oil and Gas Activities on National Wildlife Refuge System Lands
- 39 Migratory Bird Conservation—A Trust Responsibility
- 86 Non-Game Wildlife Survey Techniques
- 87 Overview of Federal and State Water Rights
- 51 Principles of Integrated Pest Management
- 81 Refuge Compatibility
- 84 Refuge Comprehensive Conservation Planning

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- 37 Refuge Management Training Academy
- 80 Rights-of-Way Habitat Management (Self-Study)
- 94 The Role of Hunting in Wildlife Conservation and Management
- 92 Sales Outlets: Beyond Bookstores
- 82 Shorebird Ecology and Management
- 83 Survey and Monitoring for Non-Game Birds
- 96 Trail Management: Plans, Projects, and People
- 93 Volunteer Recruitment and Management
- 86 Waterfowl Ecology and Management
- 40 Wetland Plant Identification
- 85 Wildlife Disease Monitoring Procedures
- 87 Wildlife Handling Techniques

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- 49 Habitat Restoration Techniques Workshops
- 44 Partners for Fish and Wildlife (PFW) — Habitat Restoration
- 147 Wetland Restoration and Management
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- 80 Innovative Approaches to Wildlife/Highway Interactions
- 80 Rights-of-Way Habitat Management (Self-Study)

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- 116 Collateral Duty Safety Officer (CDSO) Training
- 117 Construction Safety Training Course—Web-Based
- 117 MOCC Refresher Course—Web-Based
- 117 Motorboat Operator Certification Course

Secretarial/Clerical/Administrative/Wage Grade

- 104 EAGLS Fundamentals
- 108 Financial Fundamentals for Administrative Professionals
- 108 Financial Transaction Processing for Administrative Professionals
- 85 Fundamentals of Heavy Equipment Systems Components
- 107 Increasing Your Personal Effectiveness
- 85 Maintenance Workshop for FWS Wage Grade Professionals
- 80 Service Asset Maintenance Management System (SAMMS)

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- 67 Data Analysis I
- 68 Data Analysis II
- 68 Data Analysis III
- 69 Multivariate Statistical Analysis Techniques for Ecological Data
- 68 Tag Return Models for Fisheries Research

Supervision

- 101 Advanced Supervision: Building on Experience
- 100 Applied Supervision
- 101 Coaching for Effective Performance
- 104 Ethics for New Supervisors
- 101 Introduction to Management Skills
- 104 Supervisory Pay and Leave Overview
- 100 Supervisory Skills Development Program

Team Building

- 107 Applying Collaboration to Environmental Issues
- 92 Building Community Support
- 90 Conservation Partnerships
- 92 Developing and Working with Friends Groups
- 106 Team Effectiveness Training
- 106 Team Startup

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- 96 Conserving Natural Resources Through Interpretation
- 96 Conserving Natural Resources Through Interpretive Writing and the Process of Interpretation
- 109 Creating an On-line Course
- 109 Delivering a Training Session
- 108 Designing and Delivering a Training Session
- 98 Developing Teacher Training
- 106 Effective Facilitation
- 53, 130 How to Plan and Deliver a Green Infrastructure Training
- 89 Natural Resources Communications Techniques and Technologies

Vegetation

- 45 Advanced Plant Identification: Grasses, Sedges, Rushes, and Composites
- 53 Applied Plant Ecology
- 72 GIS Vegetative Cover Mapping
- 82 Invasive Plant Management
- 80 Rights-of-Way Habitat Management (Self-Study)
- 72 Vegetation and Wildlife Survey Using Air Sensor Technologies
- 40 Wetland Plant Identification

Waste Management

- 116 RCRA Waste Management Regulations Course

Water Rights

- 87 Overview of Federal and State Water Rights

Wetlands

- 45 Advanced Plant Identification: Grasses, Sedges, Rushes, and Composites
- 51 Cumulative Effects Assessment
- 147 Hydric Soils for Wetland Delineation
- 82 Invasive Plant Management
- 40 Wetland Plant Identification
- 41 Wetland Regulatory Program
- 147 Wetland Restoration and Management
- 147 Wetland Restoration, Management, and Compatible Use

Wilderness Stewardship

- 144 Management of Recreation Resources
- 144 Management of the Wilderness Resource
- 139 Managing Visitor Use in Wilderness
- 140 Natural Resources Monitoring in Wilderness
- 139 Restoration in Wilderness
- 143 Wilderness in the American Context
- 140 Wilderness Education and Interpretation
- 144 Wilderness Management Planning
- 139 Wilderness Stewardship Training

Wildlife

- 40 Amphibian Health Examinations and Disease Monitoring
- 58, 81 Conservation Biology: An Introduction
- 80 Innovative Approaches to Wildlife/Highway Interactions
- 39 Migratory Bird Conservation—A Trust Responsibility
- 69 New Technologies for Fish and Wildlife Managers
- 86 Non-Game Wildlife Survey Techniques
- 42 Pesticides and Fish and Wildlife Resources
- 94 The Role of Hunting in Wildlife Conservation and Management
- 82 Shorebird Ecology and Management
- 83 Survey and Monitoring for Non-Game Birds

List of Courses by Subject

- 52 Survey Methods for Frog Abnormalities on National Wildlife Refuges
- 72 Vegetation and Wildlife Survey Using Air Sensor Technologies
- 86 Waterfowl Ecology and Management
- 85 Wildlife Disease Monitoring Procedures
- 87 Wildlife Handling Techniques

Leadership Development Guidance

How do you know what your leadership development needs are?

This Leadership Development Guidance is provided in response to employee interest in knowing what skills or experiences are needed in order to succeed in leadership positions and also in response to the Service Directorate's commitment to ensure that the Service continues to have a cadre of employees who are prepared for advancement to senior leadership positions in the Service. The Guidance identifies attributes that an employee should obtain, at whatever his or her level or job in the Service, to enhance readiness for positions of greater responsibility. These individual leadership attributes complement and enhance the scientific and natural resources management skills that remain critical to employee performance and success.

There are five Core Qualifications identified in this Guidance, and within each of the Core Qualifications are specific competencies that define leadership. Employees can assess their knowledge and abilities and target their training, job assignments, education, and career path to further develop these leadership competencies. The level and scope at which these competencies are performed increase as grade and responsibilities increase, and their individual importance varies as roles change.

Review the Leadership Development Guidance to identify your development needs and, to select the appropriate course, simply refer to the Competency Matrix (pp. 27–32) and course descriptions.

Leading People

The ability to lead people is valued at many organizational levels within the Service, and demonstrated competency in leading others is critical for senior leadership. Cross-program and diverse geographic experience at field, regional, and headquarters levels broadens the perspective and skills of potential leaders, including the ability to successfully deal with a variety of hierarchical and cultural settings and a variety of people.

Competencies are:

Conflict Management. Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Leveraging Diversity. Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values, and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Integrity/Honesty. Instills mutual trust and confidence; creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service.

Team Building. Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

Leadership Competencies

Business Acumen

The Service integrates field, regional, and headquarters operations within the Department of the Interior and the Executive Branch. Leaders need to know roles of each operational level to accomplish the Service's mission and associated strategic goals. They must understand major program areas and how to make policy and budget change happen within the Administration and the Congress. Leadership means understanding "how the system works and how to work the system" in order to acquire and effectively manage resources.

Competencies are:

Financial Management. Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resources Management.

Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures that staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management. Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

Building Coalitions/ Communication

To accomplish our mission, Service employees must be able to communicate effectively within the organization, particularly utilizing active listening skills. In addition to internal communication, employees need skills to communicate outside the Service. The Service cannot achieve its mission alone and increasingly depends on partnerships and coordination with private and public organizations. To complement traditional skills, leaders must have outreach abilities that facilitate enhanced communication and partnership formation. This includes the ability to look externally and to understand the motivation and values of potential partners.

Competencies are:

Influencing/Negotiating. Persuades others; builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Interpersonal Skills. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate, and sensitive, and treats others with respect.

Oral Communication. Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Partnering. Develops networks and builds alliances. Engages in cross-functional activities; collaborates

across boundaries and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy. Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written Communication. Expresses facts and ideas in writing in a clear, convincing, and organized manner.

Results Driven

The mission of the Service is broad and must be accomplished with limited resources. To obtain results that benefit the mission of the Service, leaders must set priorities, accept responsibility, and take action to produce timely and effective results. Decisions must be scientifically sound, objective, implemented in a positive work environment within the context of the overall Service mission, consider stakeholders and the need to take into account potential risks or outcomes of decisions, and proceed accordingly. The Service values results that address all of these various responsibilities.

Competencies are:

Accountability. Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and

Leadership Competencies

evaluates plans; focuses on results and measuring attainment of outcomes.

Customer Service. Balances interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end-products; is committed to continuous improvement of services.

Decisiveness. Exercises good judgment by making sound and well-informed decisions. Perceives the impacts and implications of decisions. Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement-oriented.

Entrepreneurship. Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Problem Solving. Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions. Provides solutions to individual and organizational problems.

Technical Credibility. Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.



Leadership Competencies

Leading Change

The Fish and Wildlife Service operates in a dynamic public environment that presents new issues and challenges, changes in priorities and processes, and fluctuations in staffing and funding. The Service is best able to successfully address these challenges with leaders who anticipate, direct, and learn from change.

Competencies are:

Continual Learning. Grasps the essence of new information; masters new technical and business knowledge. Recognizes own strengths and weaknesses; pursues self-development. Seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation. Develops new insights into situations and applies innovative solutions to make organizational improvements.

Creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

External Awareness. Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Flexibility. Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience. Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation. Creates and sustains an organizational culture that encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking. Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision. Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.



Leadership Competencies

	Accountability	Continual Learning	Conflict Management	Customer Diversity	Entrepreneurship	External Service	Financial Awareness	Human Resources	Influencing Management	Integrity/Honesty	Interpersonal Skills	Integrity/Negotiating	Flexibility	Oral Communication	Partnering	Problem Solving	Political Savvy	Resilience	Service Motivation	Strategic Thinking	Team Building	Technology Management	Technical Credibility	Written Communication	Vision
Accessible Hunting and Fishing Opportunities							■									■		■							
Advanced Interagency Consultation for Endangered Species	■			■										■					■		■		■		■
Advanced Leadership Development Program				■			■		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Advanced NRDAR Workshop				■	■	■	■	■		■				■				■		■	■	■	■	■	■
Advanced Supervision: Building on Experience	■			■			■			■	■	■	■	■	■	■			■		■		■	■	
Applied Conservation Genetics				■	■		■	■										■		■		■		■	■
Applied Environmental Education Program Evaluation																			■		■	■	■		
Applied Supervision	■	■	■		■		■			■	■	■	■	■	■	■			■	■	■		■		
Applying Collaboration to Environmental Issues		■		■					■		■	■	■	■	■	■	■	■	■	■	■		■	■	
Balancing Nature and Commerce in Gateway Communities	■	■							■								■					■			
Building Community Support	■			■	■	■			■		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Coaching for Effective Performance		■	■								■			■	■	■			■						
Congress and the Field Office						■			■									■							
Congressional Operations Seminar									■									■				■			
Conservation Partnerships	■			■	■						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Conservation Partnerships in Practice	■			■	■		■		■		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Conserving Endangered Species on Non-Federal Lands				■	■	■					■					■		■	■	■	■	■	■	■	■
Conserving Natural Resources Through Interpretive Panels and Wayside Exhibits							■															■			■
Conserving Natural Resources Through Interpretive Writing				■	■									■	■	■									■

Leadership Competencies

	Creativity and Innovation Conflict Management Accountability	Leveraging Diversity Customer Service Entrepreneurship Decisiveness	Human Resources Management Financial Awareness Entrepreneurship Decisiveness	Influencing Flexibility	Oral Communication Integrity/Honesty Interpersonal Skills	Problem Solving Partnering Political Savvy	Resilience Strategic Thinking Team Building	Technology Management Technical Credibility	Written Communication Vision
Conserving Natural Resources Through Interpretation		■	■	■			■	■	■
Creating an On-Line Course		■						■	■
Cumulative Effects Assessment		■	■	■		■	■	■	■
Decision Analysis Workshop for Natural Resources Management		■	■				■	■	■
Delivering a Training Session						■			■
Designing and Delivering a Training Session		■				■			■
Developing Festivals and Special Events		■	■	■	■	■		■	■
Developing Teacher Training	■	■	■					■	
Developing and Working with Friends Groups		■	■	■	■	■	■	■	■
EAGLS Fundamentals	■	■		■		■			
Education Program Evaluation	■						■	■	■
Education Programs for Youth: School's Out	■	■						■	■
Effective Budgeting for Supervisors and Managers				■				■	
Effective Facilitation				■	■	■	■	■	■
Endangered Species Recovery Implementation—Achieving Success in Recovery		■	■			■	■	■	■
Endangered Species Recovery Planning	■	■		■	■	■	■	■	

Leadership Competencies

	Creativity and Innovation	Leveraging Diversity	Customer Service	Human Resources	Influencing	Oral Communication	Problem Solving	Strategic Thinking	Team Building	Written Communication
Environmental Contaminants Field and Laboratory Techniques										
Environmental Education Methods										
ESA Synopsis/Update										
Ethics for New Supervisors										
Federal Activities and the Fish and Wildlife Coordination Act										
Financial Fundamentals for Administrative Professionals										
Financial Transaction Processing for Administrative Professionals										
GIS Overview for Natural Resources Conservation										
GIS Remote Sensing Technology										
GPS Overview for Natural Resources										
Grant Writing for Conservation										
Habitat Conservation Planning for Endangered Species										
Increasing Your Personal Effectiveness										
Interagency Consultation for Endangered Species										
Interpretive Panels and Wayside Exhibits										
Interpretive Writing and the Process of Interpretation										
Introduction to Interest-based Negotiation										
Introduction to Interpretive Methods and Media										

Leadership Competencies

	Creativity and Innovation	Continual Learning	Accountability	Leveraging Diversity	Customer Service	Human Resources Management	Influencing/Integrity/Honesty	Financial Management	Entrepreneurship	Decisiveness	Flexibility	Oral Communication	Interpersonal Skills	Integrity/Honesty	Problem Solving	Partnering	Political Savvy	Resilience	Service Motivation	Strategic Thinking	Team Building	Technology Management	Technical Credibility	Written Communication	Vision
Introduction to Management Skills	■	■				■						■	■	■				■			■	■			
Introduction to Visitor Services	■			■	■										■	■									■
Land Environmental Site Assessment — Level I Procedures																									■
Managing Visitor Use in Wilderness					■	■	■		■			■				■				■					
Map and Orienteering Skills																									■
Media and Outreach Academy		■				■	■		■			■	■	■	■	■	■				■				■
Natural Resources Communications Techniques and Technologies	■	■		■	■	■	■		■			■	■	■	■	■	■	■	■	■				■	■
Natural Resource Damage Assessment and Restoration				■		■	■						■			■		■	■		■	■	■	■	■
Natural Resource Economics for Non-economists		■							■	■								■			■	■			■
Natural Resources Monitoring in Wilderness																		■						■	■
Natural Resource Law										■														■	
New Employee Web Orientation				■																			■		
New Technologies for Fish and Wildlife Managers					■																				■
Oil and Chemical Spill Response				■	■	■	■					■			■		■	■	■		■	■	■	■	■
Pesticides and Fish and Wildlife Resources				■	■	■	■					■			■		■	■	■		■	■	■	■	■
Principles of Environmental Toxicology				■	■	■	■					■			■		■	■	■		■	■	■	■	■
Principles of Modeling for Conservation Planning and Analysis		■		■		■												■			■	■		■	■
Project Leader Academy	■	■	■			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Public Outreach and																									

Leadership Competencies

	Creativity and Innovation	Customer Service	Human Resources	Influencing	Integrity/Honesty	Oral Communication	Problem Solving	Resilience	Team Building	Written Communication
Education: Overview and Program Planning	■	■	■		■	■		■	■	■
Realty Academy	■								■	■
Refuge Comprehensive Conservation Planning	■								■	■
Advanced Refuge Management Academy	■	■	■	■	■	■	■	■	■	■
Refuge Management Academy	■	■	■	■	■	■	■	■	■	■
Restoration in Wilderness	■	■	■				■		■	■
The Role of Hunting in Wildlife Conservation and Management			■	■			■		■	■
Safe Harbor Agreements/Candidate Conservation Agreements with Assurances	■		■	■		■	■	■	■	■
Sales Outlets: Beyond Bookstores	■	■	■	■	■	■	■	■	■	■
Scientific Principles and Techniques for Endangered Species Conservation		■	■				■	■		■
Stepping Up to Leadership	■	■	■	■	■	■	■	■	■	■
Strategic Conservation Planning Using a Green Infrastructure Approach		■		■	■	■	■		■	■
Supervisory Pay and Leave Overview	■		■	■		■				■
Team Effectiveness Training	■		■		■		■	■	■	■
Team Startup	■		■		■		■	■	■	
Trail Management: Plans, Projects, and People	■	■	■				■	■		■
U.S. Fish and Wildlife Service Employee Foundations	■	■	■	■	■	■	■		■	
Volunteer Recruitment and Management	■		■		■	■	■	■	■	■

Leadership Competencies

	Creativity and Innovation Continual Learning Conflict Management Accountability	Leveraging Diversity Customer Service Entrepreneurship Decisiveness	Human Resources Management Financial Awareness External Service	Influencing Management Flexibility	Oral Communication Integrity/Honesty Interpersonal Skills	Problem Solving Political Savvy Partnering	Service Resilience Strategic Thinking Team Building	Technology Management Technical Credibility	Written Communication Vision
Wetland Regulatory Program		■	■	■		■	■	■	■
Wilderness Education and Interpretation		■	■	■	■	■			■
Wilderness Management Planning	■		■			■	■		
Wilderness Stewardship Training		■	■	■	■		■	■	■
Working with the News Media	■			■	■	■	■		■