



USCIS LEADERSHIP DEVELOPMENT

Leaders develop daily, not in a day.



U.S. Citizenship
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Services



OVERVIEW OF USCIS LEADERSHIP DEVELOPMENT PORTFOLIO OF SERVICES



USCIS LEADERSHIP DEVELOPMENT

FY 2024

WHY LEADERSHIP DEVELOPMENT?



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1 – Subject Matter Experts are not necessarily effective leaders

2 – Effective Leaders are developed vs born



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FY 2024

Leadership Theory



Trait Theory / Great Man Theory – 1840s

- Leaders born with the trait to lead (very few)

Trait Theory– early/mid-1900s

- Leaders CAN be made, but also born with leadership traits

Behavioral Theory – 1950s

- Specific behaviors set leaders apart from non-leaders

Leadership Theory



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1980s- Present

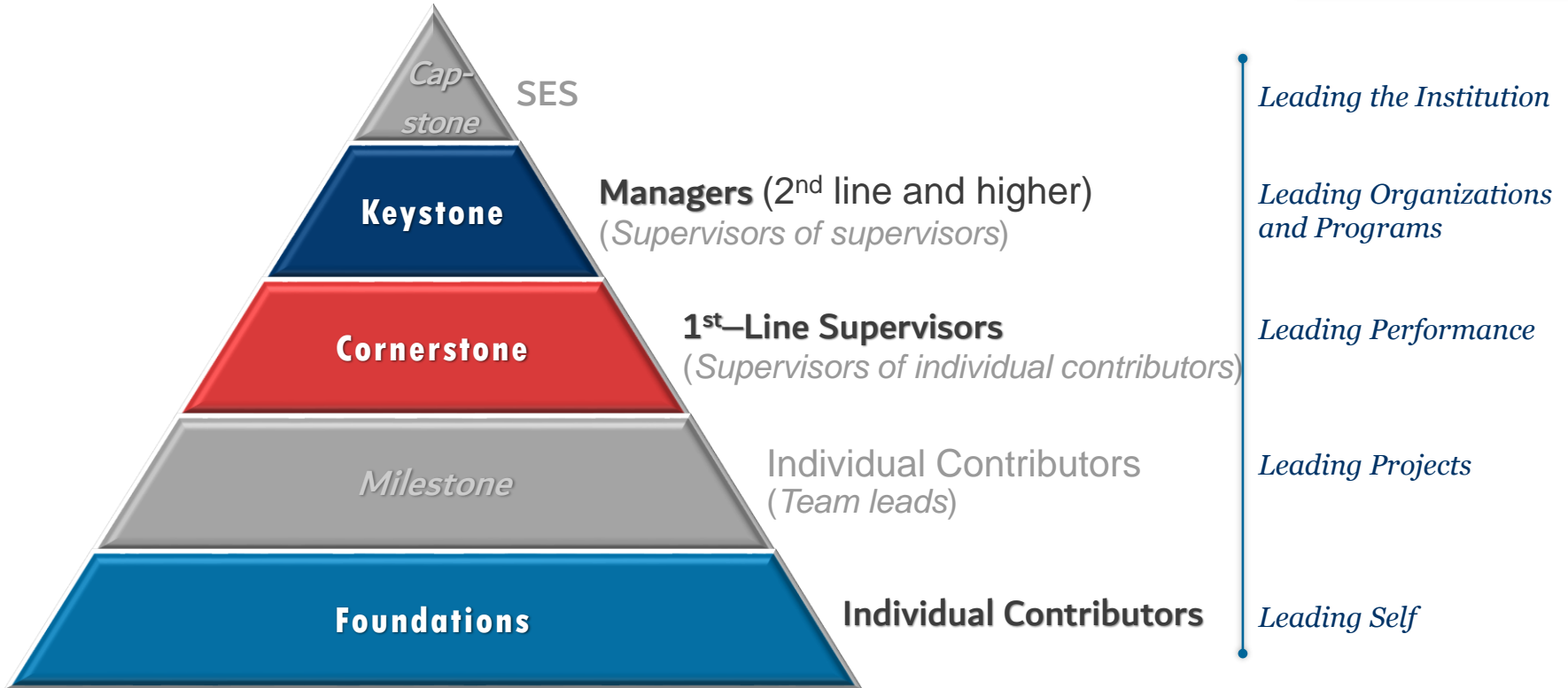
-Situational, Transactional, Transformational

**Leadership is influencing, motivating, inspiring,
collaborating, agile**

Statutory and Regulatory Guidance



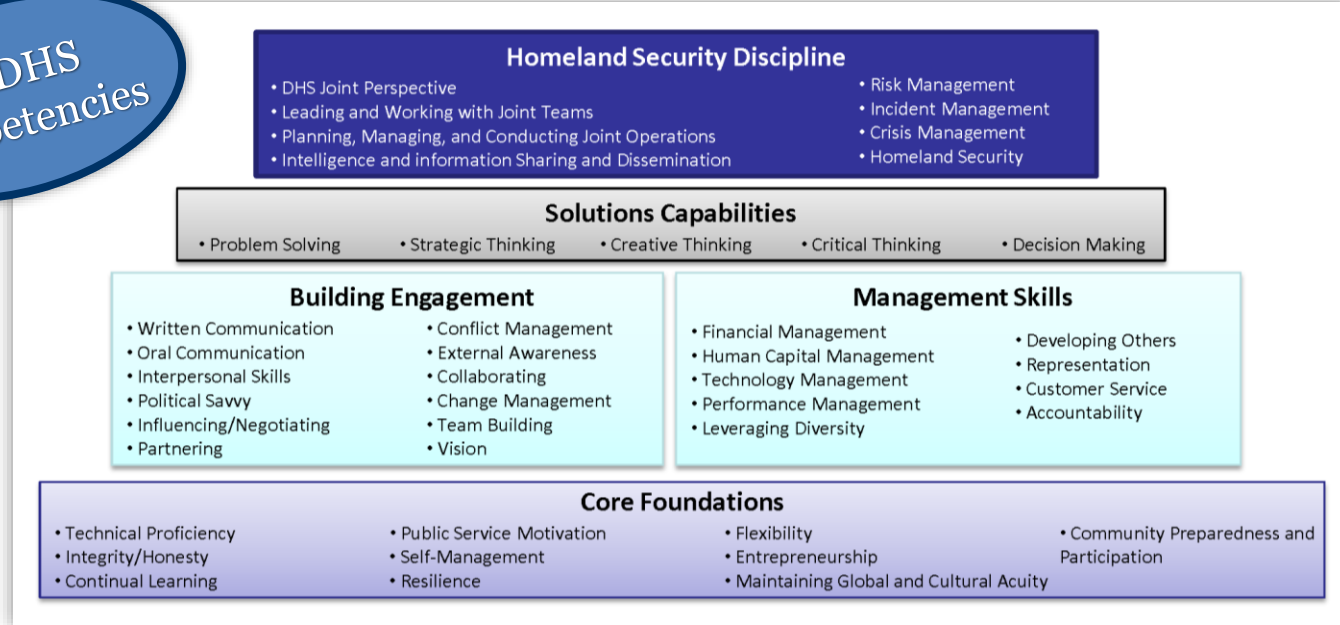
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Statutory and Regulatory Guidance



44 DHS
Competencies



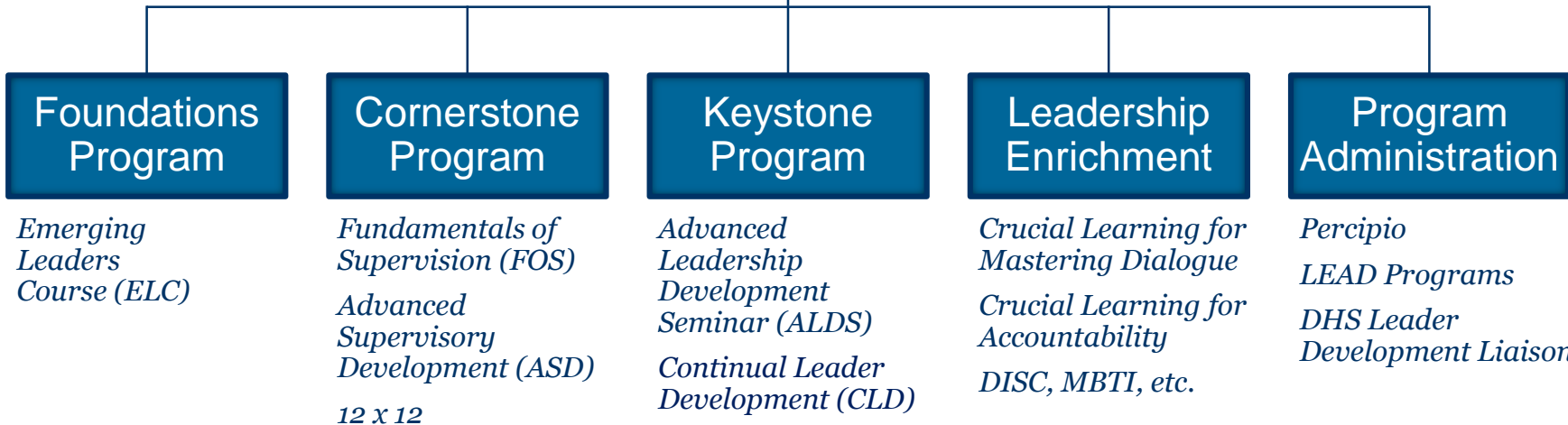
DHS identified 44 competencies essential for DHS leaders, combining existing validated OPM and DHS competencies.

Leadership Development Portfolio of Services

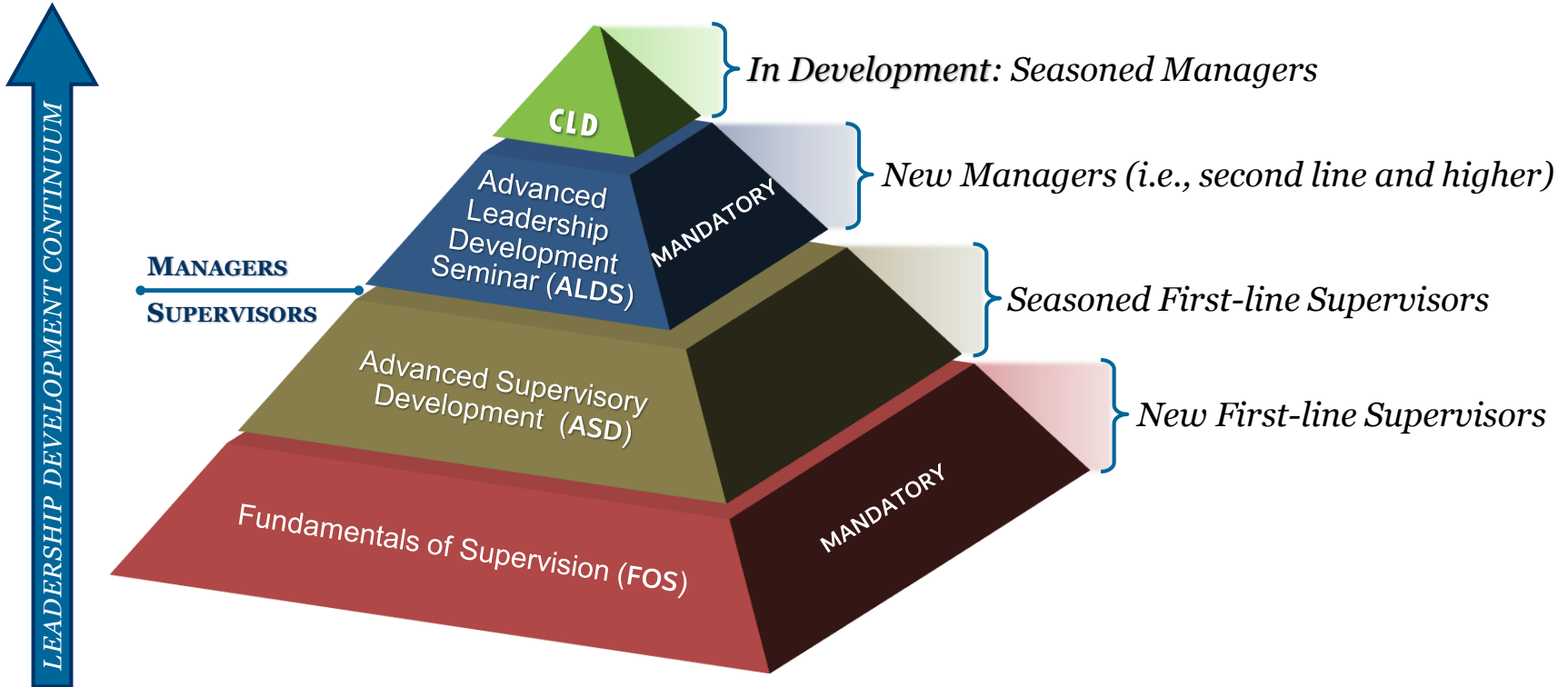


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USCIS Leadership Development (LD)



Supervisory Leadership Courses



Supervisory Leadership Courses



USCIS Cornerstone Program:

- Fundamentals of Supervision (**FOS**):
 - Core Development Experience of Cornerstone Program
 - A 40-hour residential course, designed to increase the knowledge and capabilities of new USCIS supervisors
 - Instills leadership soft skills, explores self-awareness and its relation to team management, and introduces potential issues (unique to USCIS) supervisors might encounter
 - A mandatory course for new USCIS supervisors (including seasoned supervisors new to DHS/USCIS)

Supervisory Leadership Courses



USCIS Cornerstone Program:

- **Advanced Supervisory Development (ASD):**
 - A two-phase, 52-hour leadership development course for seasoned first-line supervisors
 - Phase 1: 12 hours online, self-paced, on-demand learning in Percipio
 - Phase 2: 40 hours in-residence, instructor-led experience
 - ASD positions between FOS and ALDS
 - Course focuses on skills for moving beyond transactional leadership to transformational leadership toward creating more effective teams
 - Open to first-line supervisors with three or more years experience in their supervisory position (i.e., serving in a DHS/USCIS supervisory leadership position for the last 36 months consecutively)

Supervisory Leadership Courses



USCIS Keystone Program:

- **Advanced Leadership Development Seminar (ALDS):**
 - Core Development Experience of Keystone Program
 - A 40-hour residential course, providing managers with a framework for leading people and managing change in their organizations
 - Participants engage in guided discussions, personal assessments, interactive exercises, and case studies; grappling with implementing significant transformation initiatives, how USCIS will transform in the immediate future, and the long-term implications
 - A mandatory course for new USCIS managers (including seasoned managers new to DHS/USCIS)

Pre–Supervisory Leadership Courses



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USCIS Foundations Program:

➤ Emerging Leaders Course (ELC):

- Core Development Experience of Foundations Program
- A 90-hour, 6-month, pre-supervisory leadership development course with emotional intelligence and positive leadership as its foundation
 - 2-day, in-person launch at Camp Springs, MD
 - 2½-hour *MS Teams* class sessions, occurring every other week (over 6 months)
- Open to high-performing, non-supervisory GS 12–14 employees
- Participants engage in self-assessments, readings, reflective journaling, blog posts, and capstone project/presentation; develop a personal leadership philosophy



Learning and Development Options

- Leadership Education and Development (**LEAD**) Program:
 - Short– and long-term programs designed to develop future USCIS leaders; sharpen skills of current leaders
 - Programs run from 9-18 months; open to USCIS employees
 - Executive Potential Program (EPP) | high-performing GS 13-15
 - Naval Postgraduate School (NPS),
Center for Homeland Defense and Security (CHDS)
 - Emergence Program | GS 9-12
 - Master of Arts (M.A.) degree in Security Studies | GS 13-15, exceptional GS 12
 - Executive Leaders Program (ELP) | GS 15–SES

Key Topics Covered

Crucial Accountability

Communicating

Leading Change

Situational Leadership (SLII)

Motivating Employees

Leading Through Conflict

DiSC (Maxell People Keys)

Emotional Intelligence

Transformational Leadership

Political Savvy

Creative Problem Solving

Performance Management

Leading Teams

Transition to Leadership

Personal Leadership Philosophy





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Everyone wins when a leader gets better.



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Summary & Conclusion



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**Any
Questions?**