Happy Holidays! 2022 is around the corner and I am looking forward to it! It is a chance to refresh - nothing ever stands still, life is always changing. Walt Disney once said about the Disney projects that “We keep moving forward, opening new doors, and doing new things, because we’re curious and curiosity keeps leading us down new paths.” And perhaps that is a good mindset for 2022.

Curiosity leads to creativity, creativity leads to innovation, and innovation leads us to new paths. Without innovation, we may not have been able to do our jobs as spectacularly well throughout the almost 2 years of this pandemic. For example, HRD staff had to be innovative in finding ways to perform tasks that were traditionally in-person, such as recruiting, onboarding, training and development, and I cannot be more impressed by the innovation MRP has shown across the board throughout the pandemic.

And we have changed the entire way in which we interact. Innovation brought us MS Teams and Zoom meetings, and when we were suddenly unable to see one another in person, we were still able to stay connected by seeing each other through these apps relatively few of us were using regularly 2 years ago.

Now, as we begin the process of returning to the office, let’s take a minute to appreciate what we’ve learned and how well we’ve embraced new ways of doing business and staying connected. My hope is that we take those “game changers” that grew out of innovation and capitalize on them. We need to continue being curious, creative, and innovative. Everything is possible!

I wish you and your families a wonderful holiday, and I hope everyone is able to take at least a little time to breathe, reflect, enjoy friends and family, and start the new year with hope and joy.
New Employee Exit Survey for MRP
By Patricia Flower (Patricia.A.Flower@usda.gov, 202-799-7082)

On October 1, 2021, Human Resources (HR) launched a new employee exit survey using Microsoft Forms as a collection platform. While an exit survey has been around for many years in MRP, it was in need of revision. Several program areas assisted HR in this endeavor, and the results are a more streamlined, user-friendly survey that asks departing employees to communicate their reasons for leaving, perceptions of the work environment, and overall satisfaction with the Agency.

HR now uses e-Tracker to help identify departing employees, as well as accepting requests for the exit survey if contacted directly. Results are confidential and shared with Agency leadership regularly on an aggregate level. Survey responses will help us identify what we are doing well, and just as importantly, areas where we can improve. The feedback from the exit survey will also guide our workforce planning efforts and help make us an employer of choice going forward.

Questions regarding the exit survey process should be directed to Pat Flower of the HR Systems, Analysis and Reporting Branch, at 202-799-7082, or by email at Patricia.A.Flower@usda.gov.

Non-Federal Employees and LincPass Cards
By Tenzing Choekyi (Tenzing.Choekyi@usda.gov, 612-336-3486)

The Personnel Security Team works with all Marketing and Regulatory Programs (MRP) customers to help with the onboarding of new non-Federal and contract employees. Some of these non-Federal employees have a temporary appointment or an agreed upon amount of time (per a contract) that they will be working for MRP. Because of this, it is very important to notify the Personnel Security Team when non-Federal employees have left the Agency. At that time, the Personnel Security Team will help change their status from “active” in the HR Systems.

If these non-Federal employees are not removed from the HR Systems, it could result in a new LincPass card issuance (after the other card expires). Issuing a new card costs the Program money for the printing of the card and shipping to the pickup site.

To avoid any additional costs, please contact Personnel Security when any non-Federal employee separates, so the right steps can be taken to deactivate that record.

As always, please contact the Personnel Security Team with any questions here: https://www.aphis.usda.gov/aphis/ourfocus/business-services/contact_us/hrd/hrd

Persons with disabilities who need program information in alternate formats (braille, large print, audiotape, etc.) should contact USDA’s TARGET Center at (202) 720-2600 or 844-433-2774 (voice and TTY). https://www.targetcenter.dm.usda.gov/
In support of efforts to improve the hiring process over the past year, APHIS Human Resources implemented a new assessment tool, USA Hire, for certain job announcements (e.g., Pathways Internships, administrative support positions). To further improve the hiring process and align with Executive Order (EO) 13932 – Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates issued on June 26, 2020, HR will be expanding the use of the USA Hire assessment tool for APHIS and AMS agencies.

**Why is APHIS Human Resources using USA Hire?** When an agency posts a Job Opportunity Announcement (JOA) on USA Jobs, an assessment tool is used to measure job-related competencies necessary for the position. Historically, a program Subject Matter Expert has assisted Human Resources in developing a series of self-reporting, multiple choice questions for the assessment.

USA Hire was developed by the Office of Personnel Management (OPM) as an alternative to these traditional, self-reporting multiple choice questions. The USA Hire assessment is interactive, so the format of the questionnaire will be different for applicants and may include progress bars, timed questions, and situational videos. The interactive questions are meant to better measure general job-related competencies that are difficult to capture in the traditional assessments, such as accountability, attention to detail, customer service, decision-making, interpersonal skills, and reasoning. The use of USA Hire will satisfy the competency-based assessment requirements under EO 13932.

Please feel free to visit OPM’s web page to view sample USA Hire assessment questions: [https://usahire.opm.gov/assess/default/sample/Sample.action](https://usahire.opm.gov/assess/default/sample/Sample.action)

Continue reading on next page...
I’m a supervisor; how will I know if I should use a USA Hire assessment? OPM has developed specific pre-packaged USA Hire assessments for job series common throughout the Federal Government. It is used only for vacancy announcements that are posted on USA Jobs. If your vacancy meets the criteria for using a USA Hire assessment (e.g., available job series/grades), you may use a USA Hire assessment. To view the USA Hire available assessments by series and grade level, click here.

I’m an applicant; how will I know USA Hire is being used? USA Hire assessments are being used by agencies throughout the Federal Government. The JOA will note that the assessment is being used. We encourage applicants to read the JOA in its entirety to learn more about how to complete a USA Hire assessment.

How will the application process be different? When an applicant initially applies for a position, the process will be the same. Applicants will apply for the position via their USA Jobs account. After the announcement closes, applicants who meet the minimum qualifications for the position, will be sent an email with instructions and an active link to complete the online USA Hire assessment. Applicants are given 48 hours to complete the online assessment. The assessments may take up to 3 hours to complete.

Applicants' USA Hire scores will be valid for 12 months after completing the initial assessment. If they apply for other JOAs using the same USA Hire assessment in that 12-month time period, they will not be required to retake the USA Hire assessment.

Because applicants cannot retake the USA Hire assessment for 12 months, it is imperative that applicants allow themselves enough time to carefully complete the online assessment.

What if I run into problems completing the USA Hire Assessment? If you are applying for a JOA and need technical USA Hire assistance (e.g., inability to access the USA Hire assessment link, technical difficulty completing the USA Hire assessment after accessing the link, or applicant user experience questions), you should use the following link: https://apply.usastaffing.gov/HelpTicket. Technical assistance is available Monday through Friday, 7 AM to 8 PM EST.

Applicants may also request a Reasonable Accommodation for the assessment. The announcement and assessment email will have specific information on how to submit a reasonable accommodation request for the assessment.

For more information - What is USA Hire? YouTube Video: https://www.youtube.com/watch?v=MaJfNZMG4c4&feature=youtu.be
The information below provides general guidance on Quality Step Increases (QSIs) for non-executive, non-foreign service employees in AMS and APHIS, and programs’ QSI review panels, which are required by USDA Departmental Regulation DR-4040-430 on Employee Performance and Awards, some of which is relayed below.

Under the new DR, a limited number of QSIs are available to agencies for recognizing sustained high-quality performance. No more than 2% of an agency’s permanent, non-executive employees may be granted a QSI each fiscal year. The Human Resources Division distributes agency and program-level caps based on data from the personnel database and additional guidelines issued in departmental memos at the beginning of each fiscal year. Supervisors and managers will ensure that QSI nominations are suitably justified and commensurate with the performance being recognized, and that the number of QSIs granted is within their program’s QSI caps/limits.

**QSI Definition and Eligibility**

A QSI is an optional one-step increase that can be granted to permanent GS employees who demonstrate the highest quality performance over the course of at least 18 consecutive months and when that level of performance is expected to continue. QSIs may be given after the close of the performance cycle (e.g., after the close of the FY 2021 performance cycle and based, in part, on FY 2021 performance ratings.)

To be eligible for a QSI, an employee must:

- Occupy a position which is eligible for within-grade increases (i.e., GS employees occupying permanent positions);
- Be at the full performance level of his/her position;
- Be below step 10 of his/her grade level;
- Have performed in the same grade and type of position for at least 18 months before the end of the appraisal cycle;
- Have received a rating of record of at least Fully Successful for at least the 3 most recent performance years (or the 2 most recent performance years if the employee is new to the Federal Government);
- Have demonstrated sustained performance of the highest quality, significantly and demonstrably above the expectations defined at the Fully Successful level of his/her performance plan;
- Have achieved accomplishments that contributed substantially to the organization’s goals, commensurate with the classification of his/her position;
- Be expected to continue at the same high level of performance; and
- Not have received a QSI within the previous 104 weeks.
QSI Recommendation Packages

A recommendation package for a QSI will be prepared by either the first- or second-level supervisor, and must include a completed Form AD-3115, Recommendation and Authorization of Quality Step Increase; and the three most recent consecutive ratings of record, or two ratings of record if the employee is new to the Federal Government.

QSI Review Panels

APHIS programs and AMS will establish one or more review panels to evaluate QSI recommendations. For APHIS, QSI panels can be managed at the program level (e.g., APHIS PPQ) or below if determined appropriate by the program. A likely scenario would be for panels to be managed at the level to which QSI allocations (i.e., the number of QSIs allowed within the program QSI cap) are distributed. For AMS, QSI panels will be managed at the Office of the Administrator (OA) level as the Agency does not distribute the QSI cap down to the program level.

The size and composition of QSI review panels can be determined by the APHIS program or AMS OA, but at a minimum, they will be comprised of three supervisors/managers knowledgeable of the work of the organization. Review panels may consult with HR on technical questions but will not usually have HR staff as part of the panel.

Review panels will apply any requirements or special consideration in evaluating QSI nominations beyond what is described in the DR consistently (e.g., extra consideration for an Outstanding rating under the old rating system); regard panel documentation as confidential, and maintain it according to records management guidelines (for 3 years or longer periods as required); and provide their recommendations to the respective authorizing official by having a designated panel member complete Block 16 of the AD-3115.

QSI Authorization

QSI authorization documentation always requires an AD-3115 and the approved nomination package. QSIs will be authorized no lower than the SES level, who will take into consideration, but will not be bound by, the recommendation of the review panel. Programs may choose to have QSIs authorized at a higher level than required in the DR.

- In AMS, QSIs will be authorized at the Administrator level.
- In APHIS, QSIs will be authorized by the first SES in the employee’s chain of command (or a higher level if the program prefers.)
**Tips for completing the AD-3115**

The AD-3115 form has thorough instructions on the last page and a checklist of significant criteria in Block 13. Justification prompts are built into the form (Blocks 10-12) for describing how the employee significantly exceeded performance expectations and the basis for expectation that the level of performance will continue. A separate justification attachment is not necessary.

**Required signature blocks for QSIs**
*(follow instructions on Page 4 of the AD-3115):*

- **Block 14** - The Supervisor of record verifies the justification is an accurate description and that the employee meets the criteria.
- **Block 15** - Recommending Official (2nd level Supervisor of record.)
- **Block 16** - Panel Member indicates whether the panel recommends that the QSI be approved.
- **Block 17** - Certifying Official block is optional* in AMS and APHIS. Certifying Officials can include quality reviewers such as Administrative Officers or Budget Specialists. This role is not grade level or position dependent and can be determined by the program. (*This is an update to 9/3/21 end of year guidance and pertains to QSI forms only. The Certifying Official signature is still required on AMS and APHIS AD-287-2 award forms.)
- **Block 18** – Authorizing Official:
  - In AMS, QSIs will be authorized at the Associate Administrator level.
  - In APHIS, QSIs will be authorized by the first SES in the employee’s chain of command (or a higher level if the program prefers.)

Attach and transmit the AD-3115 and two or three Fully Successful ratings (as stated above) to HRO Processing via e-Tracker. The e-Tracker Initiator/Reviewer/Authorizer fields do not have to be completed by the people who signed the AD-3115. Programs can determine their own e-Tracker routing. Programs are asked to transmit completed QSI packages to HRO as soon as possible after the close of the performance cycle.

**Contact Information**

Questions about attaching and transmitting QSIs via eTracker, or their status, may be directed to MRPBS.HRD.Awards@usda.gov.

Questions on awards and recognition policy may be directed to Lynn.H.Doetschman@usda.gov or (301) 851-2891.
Have you ever wondered how supervisor assignments in webTA are created or modified?

Supervisory positions (supervisory code 2 or 4) automatically flow from the National Finance Center (NFC) EmpowHR personnel/payroll processing system into webTA. Supervisory designations are tied to the individual supervisor’s Position Number (PN). All subordinate staff have a “Reports To” field that must be updated if that supervisor (and PN) changes for any reason (e.g., Supervisor is reassigned/separated/detailed/temporarily promoted.)

“Reports-To” supervisor updates can be requested by submitting a completed spreadsheet (must download) to the Supervisor Change Request shared mailbox at HR.Supervisor.Change@usda.gov. Frequently Asked Questions (FAQs) have been developed and linked for quick reference with updated information appearing in yellow highlight.

Within the Excel spreadsheet, you’ll find comments in certain columns that define what HR needs in order to process each request. You’ll also see asterisked columns that indicate required information. Failure to provide this information will result in the spreadsheet being returned and a delay in processing updates.

As a reminder, the Supervisor Change Request mailbox is for permanent supervisor change requests only (see definitions in the linked FAQs). If you have any other questions regarding webTA, e.g., timekeeper changes, delegating, etc., please contact your Leave and Compensation service provider.

If the request involves an organizational structure code change, a realignment request must be submitted. In this situation, you should contact your Classification service provider. Please do not use this mailbox for these types of requests.

The team that monitors the shared mailbox is unable to assist with inquiries on other systems such as ePMA, AgLearn, EQS, etc. If you need assistance with any of the other systems, please see below.

APHIS/AMS AgLearn Administrator:
Mark.A.Branch@usda.gov

EQS Support:
EQSSupport@usda.gov

ePMA Support:
HR.System.Access@usda.gov

Website for webTA 4.2 Information:
https://my.aphis.usda.gov/myportal/myaphis/employeeresources/applications/webta/
It includes user manuals, quick reference guides and Frequently Asked Questions for Employees, Supervisors, and Timekeepers.
The APHIS Benefits Team is pleased to announce a new tool - the Retirement Calculator - that is now available to assist you with your retirement planning. Please note that logging in at least once every 60 days will keep your account enabled.

Similar to the annual Personal Benefits Statement posted on your Employee Personal Page, the Retirement Calculator can give you a general idea of what you can expect to receive from your FERS or CSRS annuity. However, rather than a static report, the Retirement Calculator is an interactive tool that will let you plug in different retirement dates that you may be considering. It also allows you to make different assumptions, such as what survivor benefit you want to leave your spouse or what level of life insurance you want to continue into retirement, so you can run different scenarios.

There are limitations to this tool since its projections are based on limited data drawn from our personnel and payroll database, but you may find it helpful as you plan for retirement. Here are some links to get you started:

- How to access the Retirement Calculator – a step-by-step guide to get you to the tool.
- How to run a retirement estimate - a step-by-step guide to using the tool.
- How to interpret the retirement estimate report - a detailed explanation of the report.
- FAQs – your first stop in getting immediate answers to common questions.

All of these resources are posted on our Benefits - Retirement web page so you can access them at any time.

The Retirement Calculator is located on a landing page that also offers general information about Federal benefits, which you may also wish to explore.

If you have any questions about the Retirement Calculator, please feel free to contact the APHIS Benefits Team by emailing us at APHIS.Retirement.Calculator.helpbox@usda.gov.
Complete Your Annual Individual Development Plan (IDP)
By Sue Bernstein (Sue.Bernstein@usda.gov, 301-851-2878)

The beginning of the new fiscal year is the ideal time to focus on your development by considering your professional development goals and identifying learning activities to support your goals. Use the IDP process to capture this information and consider the Center for Training and Organization Development (CTOD) courses and services as you seek out learning opportunities.

CTOD has courses and services available to meet your needs whether you are stationed at an office, in your home, or some combination of locations.

Planning for your IDP Meeting

Before your IDP meeting, take some time to reflect on your career goals and the feedback you received. Consider the following:

- What are your strengths and how might you use them in new ways next year?
- What are the three most important leadership competencies that you would like to improve upon?
- What are some learning activities that would help you develop the desired competencies?
- How might you leverage the virtual workspace to build your professional network?
- Who else can support you on your journey?

The IDP meeting is an opportunity to discuss your goals as well as identify strategies for development. Bring your ideas to the meeting! Your supervisor may also suggest learning activities, let you know of funds and time available for training, as well as any upcoming priorities that might require new skills.

After the meeting, you will be responsible for scheduling agreed upon learning activities. Throughout the year, share your progress with your supervisor. Your IDP is a “living document;” as conditions change throughout the year, you may have to adjust your IDP, too.

Based on your circumstances, you may want to expand your competencies in your current role, or perhaps you want to prepare for a position with greater or different scope and responsibility. Whichever road you choose, APHIS CTOD can help point you in the right direction.

For more information about IDPs, visit our frequently asked questions here: IDP FAQs.
Are you highly motivated and interested in improving your performance at work and beyond? New to our curriculum this fiscal year, APHIS CTOD invites you to participate in the course, “Breakthroughs: Coach Yourself to Your Personal Best!”

This 4-hour workshop, offered in two 2-hour blocks, is designed to help you:

- Prioritize, solve problems, and complete work independently,
- Make faster and more accurate decisions,
- Manage time and responsibilities more effectively, and
- Increase resiliency.

This course is open to employees at all levels and complements the course, InsideOut GROW Coaching, which is currently offered to all new supervisors. Together, these offerings support the growth of a coaching mindset and culture across APHIS. Register here to reserve your spot in Breakthroughs!

For information about working with a coach and how to get started with coaching, please visit the APHIS Coaching Program SharePoint page here.
The NEW and IMPROVED APHIS Mentoring Program!
By Lara Boeck (lara.j.boeck@usda.gov, 301-851-2092)
and Pandy Tomko-Green (pandy.s.tomko-green@usda.gov, 301-851-2879)

Over the last year, CTOD has been hard at work revamping the APHIS Mentoring Program. The mission of the APHIS Mentoring Program “Partnering for Success” is to cultivate meaningful partnerships that promote continued development, knowledge sharing, and personal enrichment to enhance performance, achieve professional goals, and fulfill the APHIS mission. The program supports all APHIS employees and specific programs that mandate a formal mentoring component. It is built on leveraging the knowledge, skills, and experiences of individuals who have strong leadership abilities and technical competence to develop others. Mentoring produces an environment of trust and continual learning and in turn sustains the foundation of the agency mission.

Check out our new and improved SharePoint site, designed for easy navigation of the APHIS Mentoring Program process and resources: https://usdagcc.sharepoint.com/sites/aphis-svc-ctod/aphis-mentoring-program. If you have any questions regarding the APHIS Mentoring Program, please send an email to APHIS.Mentoring@usda.gov, Pandy Tomko-Green (Program Manager through Dec. 17) at pandy.s.tomko-green@usda.gov, or Lara Boeck (Incoming Program Manager) at lara.j.boeck@usda.gov.

**Mentorship is the art of creating and nurturing leaders for tomorrow.**

If you are an AMS employee and looking for information on the AMS Mentoring Program, please reach out to Aline Assad at Mentoring@usda.gov. To apply for the AMS Mentoring Program, follow this [application link.](#)
The way we work has changed dramatically for most of us over the last 18 months. Hybrid work, which blends remote and in-person work in a variety of scenarios, is likely here to stay. It has many advantages, and also presents some challenges, especially when it comes to management of self, relationships, and productivity while working remotely.

CTOD is committed to helping employees remain connected, effective, and productive with a full schedule of virtual training offerings available throughout FY22. Our courses are designed to help you achieve your training goals, enhance your career, and advance the agency’s mission. USDA employees also have access to on-demand online learning resources relevant to hybrid work.

Courses are available across five general topic areas that encompass the Office of Personnel Management’s leadership competency model:

- Self-management
- Productivity
- Relationship Management
- Supervisory Skills
- Leadership Mindset

Take a look at our Resources for Hybrid Work. You’ll find a curated list of live classes and self-paced offerings to help you plan your development this year as well as quick links to additional services available to support you. Screenshots are provided below and the next page of the courses offered.

<table>
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<th>Resources for Hybrid Work</th>
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<td>By Sue Bernstein (<a href="mailto:Sue.Bernstein@usda.gov">Sue.Bernstein@usda.gov</a>, 301-851-2878)</td>
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**Self Management** - Self-management skills help us regulate and control our actions, thoughts, and emotions, which in turn allows us to make more effective decisions.

| Breakthroughs: Coach yourself | For those already highly motivated to improve performance, learn how to prioritize and manage responsibilities more efficiently and effectively, work more independently and make faster, more accurate decisions, and become more resilient. |
| Motivation and Your Mindset | Learn some proven techniques to help you become more productive, focused and motivated to move towards the outcomes of a peak performer. |
| Rethinking Stress | Develop resilience against all the stress in your work and life. |
| Self-care Strategies in a Time of Chaos | Learn about 7 proven self-care techniques that have had a positive impact on the lives of those who practice them. |

**Productivity** - Learning strategies to optimize productivity allow us to work more effectively when there may be distractions at home or challenges related to technology.

| 5 Choices to Extraordinary Productivity | Learn how to measure productivity and achieve an inner sense of fulfillment and accomplishment by aligning your daily and weekly tasks with your most important goals. |
| 7 Habits of Highly Effective People | Learn how to take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration, and apply principles for achieving a balanced life. |
| Customer Service / Experience for Employees | Learn techniques and strategies for improving your customer service and increase your awareness of behaviors that may be causing you or the customer to get stuck. |
| Presentation Advantage | Learn systematic and effective methods to develop presentations that motivate people to change and take action. |
| Project Management Essentials | Learn the skills to work effectively with your team and contribute to a project’s success. |
HR BROADCAST

Continued from page 13...

RELATIONSHIP MANAGEMENT - Learning how to manage our relationships well and communicate effectively even when there is a conflict is especially important for hybrid work. Virtual communication presents extra challenges because important cues we receive during in-person meetings and conversations can’t convey well on screen. Misunderstandings may occur more often, which can lead to frustration and a loss of trust.

- Building, Maintaining, and Repairing Trust: Learn how to build, maintain, and repair trust, which can help work get done more quickly and for lower cost.
- Crucial Accountability: Through active class engagement, learn a step-by-step process for holding anyone accountable, mastering performance discussions, motivating others without using power, and managing projects without taking over.
- Crucial Conversations: Tools for Talking When Stakes Are High: Learn vital skills that enable you to create conditions where you and others can speak with complete candor and with complete respect.
- Unconscious Bias: Understanding Bias to Unlock Potential: Learn a principle-based and practical approach to identifying and addressing bias and its potentially harmful effects.

SUPERVISORY SKILLS - Supervisors have been tested and challenged in sometimes unexpected ways since many of us began working remotely even full-time. Direct reports may need more or different types of support than they did when most work was accomplished in the office through in-person interactions. Those considering becoming a supervisor will want to know what that role looks like in a predominantly hybrid work environment.

- Essential Supervisor Information Series: Gain focused insight and training on scheduled topics of general and timely concern to supervisors in 90-minute information sessions designed to fit into your busy schedule and give you the information and skills you need just when you need them.
- Experienced Supervisor: Applied Workshop: Satisfy your ongoing supervisory training requirements during this 5-day workshop designed to engage supervisors in activities, skills practice, discussions, and peer learning to analyze, plan for, and practice addressing your supervisory challenges.
- So You Think You Want To Be A Supervisor: Learn about the roles and responsibilities of a supervisor in USDA and gain a realistic framework from which to decide if this is a career direction you wish to pursue.

LEADERSHIP MINDSET - Good leadership is always important and is essential to successful hybrid work. Given the additional challenges it presents for self-management, relationships, and productivity.

- Leading Creatively: Experienced supervisors and executive leaders can learn to improve their capacity to efficiently and effectively position the Agency for future success through a focus on entrepreneurship, creativity, and innovation.
- Leadership As Everyone’s Business: Individual contributors without managerial responsibilities can learn how to develop their capacity to lead and influence others from any position within an organization.
- The 4 Essential Roles of Leadership: Learn how to build trust, create and powerfully communicate a shared vision and strategy, think big and effectively execute your vision and strategy, and develop the leadership potential in others to improve performance.

AGLEARN COURSES ON-DEMAND

In addition to the internal training courses included above, AgLearn offers access to resources from two external content providers, Skillsoft and LinkedIn Learning.

Skillsoft has four channels relevant to Hybrid Work on its Percipio Learning Platform:

- Managing Virtual Teams
- Working Remotely
- Building & Leading Teams
- Leading Virtually

Numerous other resources can be found with a keyword search on Hybrid Work.

LinkedIn Learning offers several Learning Paths (selected courses) relevant to Hybrid Work:

- Improve Your Hybrid Workforce Skills
- Redesigning How We Work as Offices Reopen
- Accelerating Digital Transformation as Offices Reopen

CTOD SERVICES - In addition to the offerings highlighted here, CTOD offers a variety of tools, programs, and services to support your development. Take a moment to explore them at our SharePoint page:

- Career Development Center
- Training for Supervisors, Managers, and Executives
- APHIS Leadership Development Programs
- APHIS Coaching Program
- APHIS Career Counseling Service
- APHIS Mentoring Program (coming soon)

Check out the Training Calendar and other services today to see what’s available to you to help bring you closer to your development goals!