

## Overview of the Talent Development Learning Center

CVM's Talent Development Learning Center (TDLC) serves as an innovative learning center. Our approach links development planning through an individual development plan program with competency-based training, eLearning, coaching and mentoring, and experiential learning opportunities to help our staff reach their development goals with vision, clarity, and purpose.

We offer a suite of courses that continues to grow, covering topics with full curricula in the areas of leadership and supervisory skills, diversity and inclusion, information technology, safety, science, regulatory science, and others, all integrating cutting-edge technology to address learners' different learning styles and needs. In FY 20, we offered 286 trainings with an attendance of 9,442 attendees inside of CVM and across the FDA. Many of our trainings are recorded and stored in a user-friendly TDLC Library of Recordings for on-demand access. In addition, many of our courses (e.g., scientific) provide continuing education credit. Participants provide feedback on all of our courses and programs so we understand their effectiveness and what, if any, changes need to be made to make them more effective in the future. In addition, we offer access to cutting-edge eLearning platforms, such as LinkedIn Learning and VetFolio, which provide flexible learning opportunities that our staff can seamlessly integrate into their busy work lives.

As part of our focus on professional growth, we offer the CVM Core Curriculum, which teaches the critical leadership and relationship skills that are embedded in the cultural fabric of the Center. These classes include Crucial Conversations, which teaches how to deliver and receive feedback and build alignment in conversations, 7 Habits of Highly Effective People, which teaches principles of individual (e.g., time management) and interdependent effectiveness (e.g., thinking "win, win" and listening), Myers Briggs Type Indicator (MBTI), which makes attendees aware of their personality types and where potential conflicts could occur between those with different types, and Foundations of HPO, which introduces new employees to CVM's culture and what is expected of them as leaders at the Center. This curriculum is augmented by advanced leadership programs offered by the Office of Personnel Management, Center for Creative Leadership, Partnership for Public Service (i.e., Excellence in Government Fellows Program), and Federal Executive Institute. In addition, we offer a robust executive development program that involves personalized and tailored development planning and activities for members of our executive cadre.

Our focus on holistic individual development spans well beyond training as we oversee a rich set of professional development programs to help our staff reach their fullest potential. These include programs in mentoring (offered in an individual and group

format), coaching (offered in a traditional and peer format), and job shadowing and rotations (CVM's Experiential Learning Program).

We also play a key role in retaining critical institutional knowledge through the CVM Heritage Series and CVM Alumni Network. The CVM Heritage Series is an exploration of critical regulatory decisions that have either occurred at or impacted the Center and topics of historical significance that help explain how we have gotten to where we are today at CVM. This series is recorded and archived for on-demand viewing in the CVM Heritage Series Library of Recordings. The CVM Alumni Network on LinkedIn connects current employees and CVM alumni, such that current employees can gain organizational awareness and understanding of other areas of government, industry, and other stakeholder groups through connections made via the network, and former employees can participate in an Alumni Speaker Seminar Series through TDLC. To date, over 525 current staff and alumni have joined the network and we are excited to see it grow into the future.

Recently, we have expanded our focus from individual development to a broader organizational perspective by implementing a succession management initiative with leadership across the Center. The goal of this project is to ensure smooth continuity of operations and leadership if a leader leaves the Center through the identification and development of potential candidate pools. This project has resulted in a comprehensive succession analysis of key leadership positions across CVM, the development of internal candidate pools, transitional support for new leaders, and an institutionalized knowledge capture process to retain critical information from senior leaders before they leave the Center. These efforts have helped CVM best strategize and plan for the make-up of its leadership in the future.

From all these initiatives, the TDLC functions as a critical source for learning and growth at CVM. We help our employees reach their fullest potential, buttressing the Center's culture of continuous learning that is so vital to our ability to meet our mission with Leadership. Excellence. Innovation. now and into the future.