



2007 Eugene H. Rooney, Jr. Award Nomination State of Wisconsin Enterprise Leadership Academy

Program Summary

The Office of State Employment Relations is pleased to nominate our Enterprise Leadership Academy (ELA) for the 2007 Eugene H. Rooney, Jr. Award. This program was developed in response to a critical need to develop and prepare our state managers for a large retirement bubble in the next five to ten years. Through a grant from CPS Human Resources Services, a pilot academy program was developed and will be launched as a standard program this year. Key elements of this successful program include:

- A plan for enterprise-wide leadership and management development linked to agency workforce plans which would encourage knowledge transfer and staff development.
- A core program utilizing a leadership profile and competencies that would be transferable to Certified Public Manager (CPM) certification for those enrolled in the CPM program.
- Development of a curriculum that would facilitate broader enterprise awareness, problem-solving and inter-agency cooperation, understanding and transferability.
- An applied learning project.
- A ten-month academy-style program for thirty management level cohorts to go through as a class and develop a core network of cross-agency resources.

How long has this program been operational?

The ELA program was implemented as a pilot in March 2006 and completed with a graduation on December 13, 2006. The standard ELA program will begin in May 2007.

Why was the program created?

The State of Wisconsin is facing a substantial retirement burden particularly in certain classifications, such as Administrative Managers. Recognizing this challenge, executive leaders requested training for middle managers who could swiftly and intensively develop their leadership knowledge and skills. In addition, Wisconsin state government has embarked on biennial workforce planning and this would be a tool for agencies to plan training programs. Over the years, Wisconsin's agencies have become decentralized. With that change, agencies often view their needs as unique and they strive to resolve them independently and unilaterally. This has resulted in duplication of training programs and poor use of resources. Finally, the program was a needed response from managers who were asking to have an enriched training program to help them deal with the challenges ahead.

Why is this program a new and creative method?

The academy-style format used for this program was unique to our enterprise. Training had traditionally been on a half-day, full-day or at the most a week-long basis. The concept of bringing managers and supervisors together in a competitively nominated and selected cohort structure was conceptualized as a way to build stronger problem-solving networks, shared services model thinking and broader awareness of the functions of other agencies. It is a creative approach to building broader budget thinking as well as creating a stronger "enterprise-wide" collaborative problem-solving

dynamic for managers/supervisors. This is a beginning step to building a broader shared-services and transferability culture.

What were the program's start-up costs?

The budget was \$30,000 plus staff time. The start-up cost items were as follows:

Classroom Materials Binders, copies, misc. supplies	Self-Assessment Tools Leadership Practices Inventory
Room and Equipment Room rental fees Internet, Computer hardware	LTE/Intern Wages
Instructor Costs Fees for services rendered	IT Support Facility fees in the event support was needed
Catering Food costs as required by facilities Other food costs - graduation	CPM Administration Fee for course development, site management and coordination

Our overall start-up costs were approximately \$18,000 with the remaining budget to be allocated to the ongoing program.

What are the program's operational costs?

We anticipate total operational costs to be approximately \$112,000 for the 2007-2009 biennium. This total includes the standard ELA program and the launch of a pilot first-level program for new and aspiring managers titled, Enterprise Management Development Academy (EMDA).

How is the program funded?

The ELA and EMDA will be funded out of General Program Revenue.

Did this program originate in your state?

Yes. We did look at other states to compare models and incorporate best practices where feasible.

Are you aware of similar programs in other states?

We are aware of other leadership programs but not any that are specifically focused on development of shared-services practices, broader enterprise awareness and problem-solving in quite this way.

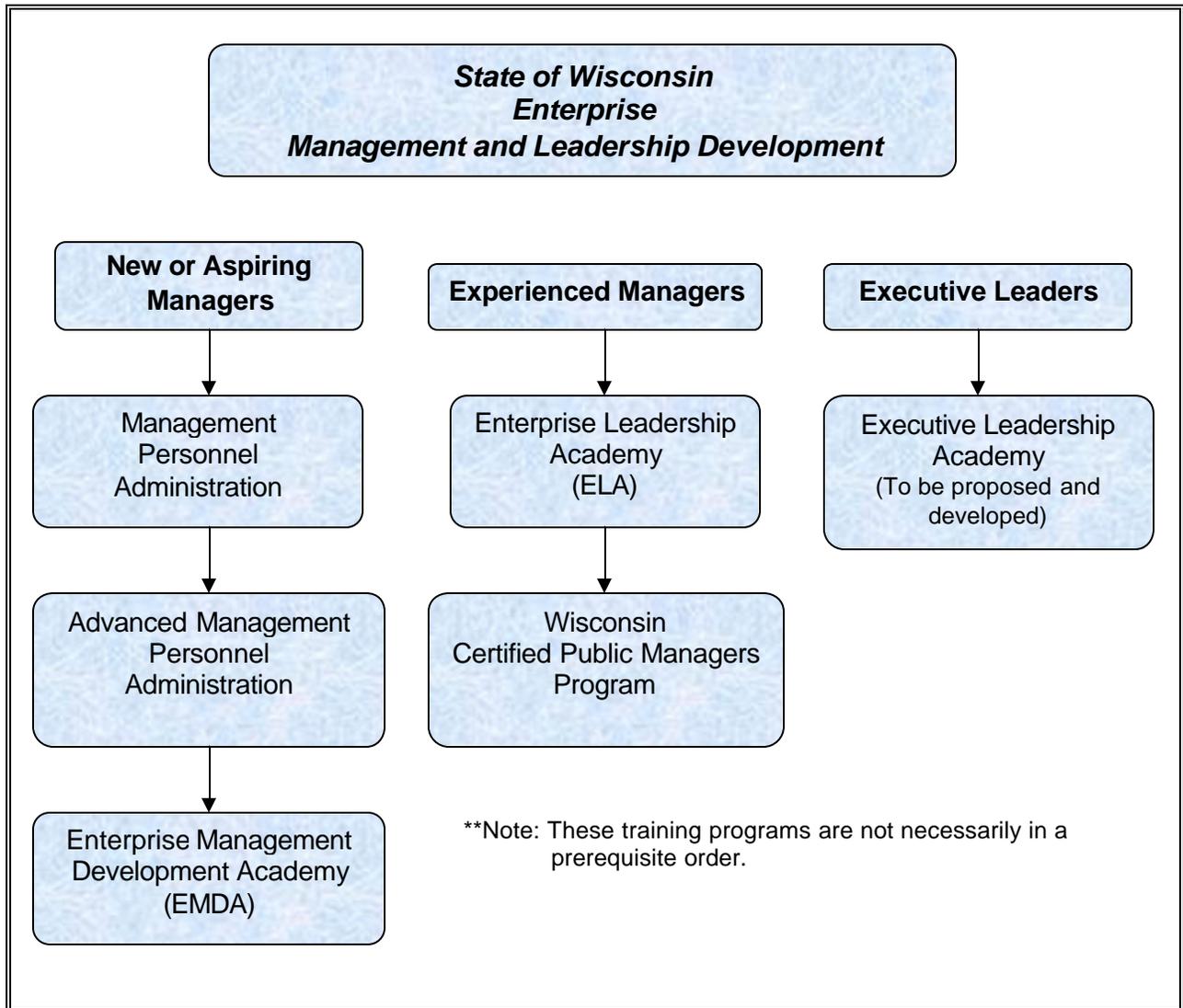
How do you measure the success of this program?

Evaluations of various parameters of the program were done throughout the program with a final evaluation at the end of the program. Some of those parameters were evaluation of course content, alignment with the Leadership Practices Inventory (LPI), instructors and assessment of the utility of the information. In addition, all participants will do a follow-up LPI in June, 2007 to be compared to their original 360° assessment. We anticipate developing a data model that will identify trends over numerous academies which we can utilize to continue to develop the program to meet the needs of our manager's and staff.

How has the program grown and changed since its inception?

We have attempted to modify the program and curriculum to better reflect the level of the participants (advanced), and alignment with the Five Practices of the LPI - Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, Encourage the Heart. We have also carved out some of the coursework to be put into the EMDA and will turn our focus in the ELA toward more leadership and advanced management principles. The EMDA will provide more in-depth training in the

foundations of management. We have conceptualized a model to continue to build and expand these programs. It would encompass all levels of managers and would appear as follows.



It is our hope that the selection committee will consider honoring the innovation and commitment of the State of Wisconsin to ensuring top quality leadership and management for state employees and the people of Wisconsin. Thank you for your consideration.