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Program Title: Georgia Leadership Institute

State: Georgia

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The Georgia Leadership Institute

Georgia state government's effectiveness in continuously improving efficiency of operations and service to citizens is directly related to the quality of leadership in state departments and agencies. Effective leadership is an integral part of state government fulfilling Governor Sonny Perdue's vision of Georgia becoming the "Best Managed State in the Nation."

Change is rapidly occurring in all aspects of the workplace. Baby boomers are retiring in droves, and at a time when the public is demanding even greater efficiency and better services. The aging workforce is leaving many organizations with their critical talent approaching retirement. In Georgia, 21% of the state's managers will become eligible for retirement over the next five years. As a result, Georgia may lose a large portion of its leadership cadre along with much of its institutional knowledge. In anticipation of a mass exodus of seasoned administrators, in 2004 the Commission for a New Georgia – a task force of committed Georgians from state government, the private sector, and academia that looks at the efficiencies of state government programs and services – began looking at the state's strategy and procedures for identifying and training leaders of the future, as well as developing a process for succession planning. Based on the recommendations of the Commission, the Georgia Leadership Institute (GLI) was formed and launched in August 2005 to build the state's "bench strength" of future leaders.

The GLI is a learning system designed to establish a common leadership framework for Georgia state government that will consistently produce leaders and employees who demonstrate behaviors and decisions that are principle-centered, customer-focused, results driven, and otherwise supportive of and consistent with the policy goals of the state. It is Georgia's tool for finding its future "Super-Stars" by drilling down through the ranks and enhancing competencies, skills and experiences through targeted, customized programs of instruction and coaching.

The uniqueness of the GLI is its development of leaders and potential leaders at all career phases of state government – from agency executive to those who aspire to be first-line supervisors – which is essential to future leadership success. Approximately 1,000 state employees are expected to attend the Institute during the first year. Over the next five years, more than 5,000 of the state's executives, managers, supervisors and high performing employees are expected to participate in some aspect of the GLI. Georgia is the first state in the country to implement a formal public sector leadership program of this magnitude.

1. Description of the program

The GLI has five program components: Executive Leadership Program, Middle Manager Development Program, Supervisory Development Program, Pre-Supervisory Development Program, and Principle-Centered Leadership Program. The *Executive Leadership Program* (ELP) is designed for Georgia's top leadership, such as agency heads and their executive staff, and succession planning candidates. ELP participants focus on ideas and principles centered on personal leadership, creating high performing organizations, and ethics and values of public service. The *Middle Manager* program is designed for employees who are responsible for planning and directing the daily operations of organizational units. At this level, the focus is on creating purpose and strategy, improving professional and personal effectiveness, execution, team management, strategic planning, results-based budgeting, and ethics. The *Supervisory* program is designed to enable first-line supervisors and/or newly promoted supervisors to focus on customer service, career development, communication, conflict resolution, delegating strategies, personnel law, process improvement, building commitment, competency development and diversity management. The *Pre-Supervisory* program is designed for employees identified by the agency as individuals who have the potential needed to move into the ranks of supervision. Foundational managerial and leadership skills are emphasized in this program. The *Principle-Centered Leadership (PCL)* program has two tracks: senior agency leaders' intact teams, and individual managers and supervisors. The overall focus of this program is to guide teams and individuals through a common approach to successful execution of the agency's top priorities, as well as building a culture of effective communication, high trust, clarity, collaboration and commitment. PCL consists of an assessment tool that identifies how well organizational goals are understood and executed. In addition, New Georgia Forums are held quarterly to provide opportunities for senior officials to meet, interact and learn best-practices, leading-edge thinking and powerful new tools of leadership and organizational development from recognized experts and public officials, who are renowned for their achievements.

2. How long has the program been operational?

The Georgia Leadership Institute was launched in August 2005.

3. Why was the program created?

The Georgia Leadership Institute was created to build the state's "bench strength" of future leaders in preparation for the anticipated exodus of 21% of its seasoned administrators over the next five years. The program's goal is to produce an aligned leadership team that is collectively committed to achieving organizational excellence and creating significantly enhanced leadership skills in interpersonal dynamics and communication; working through personal barriers to effective leadership; interpretation of institutional level human resource issues; managing different styles of leadership; delegation, performance management; and launching more efficient teams so as to serve the people who need and rely upon the state's services.

4. Why is the program a new and creative method?

The Georgia Leadership Institute is noteworthy for its innovative approach to closing the leadership gaps. The curricula are based on proven best practices and are directly linked to the strategic vision of the state. The program combines the tried and true essentials of primary, basic and advanced leadership techniques targeted at each level of the organization, with a value based, principle-centered approach targeted at obtaining effectiveness in the execution of results. The Institute is designed to assist all levels of government to identify high-potential talent by building a curriculum of leadership training and development opportunities targeted at succession planning and career development. The GLI uses a consistent enterprise approach for establishing leadership development needs in the state. The importance of the executive, middle manager, supervisory and pre-supervisory programs was outlined in two reports. A report resulting in the works of a leadership development task force of the Commission for a New Georgia identified the need for a more flexible career ladder, leadership training, and more opportunities for professional growth and advancement in the executive levels of state government. The Georgia Merit System conducted a comprehensive leadership development study entitled, *The Challenge of Leadership*. With input from approximately 400 leaders, ranging from frontline supervisors to agency executives to members of the governor's executive staff, *The Challenge of Leadership* study recommendations included establishing formal leadership development at three levels: Supervisory, Middle Management, and Executive. In addition, Governor Perdue's deep-rooted principle-centered style of leadership resulted in the development of a Principle-Centered Leadership (PCL) program that integrates the

principle centered leadership philosophy into the programs and culture of state government. PCL gives leadership teams training and tools that focus on the successful execution of five strategic statewide priorities: *A Healthy Georgia, A Safe Georgia, An Educated Georgia, A Growing Georgia, and the Best Managed State.*

5. What was the program's start up costs?

Start-up costs of \$502,000 included staffing and program administration and logistics management for two human resource project coordinators and a program assistant, printing, travel, supplies, course materials, and development of a GLI web site.

6. What are the program's operational costs?

The total program costs \$1,084,000. The Executive Leadership Program has an operational cost of \$370,000, which includes contracts for the administrative and logistical operation of the program – consultants, trainers, speakers, facilities, course materials, assessment services, and meals and lodging for participants. The Middle Manager, Supervisory Development, and Pre-Supervisory Programs have an operational cost of \$221,000, which includes contract facilitators, facility rentals and speaker fees. The Principle-Centered Leadership Program has an operational cost of \$493,000 through FY 2007, which includes facilitation services, assessment services, consultant services, and copyrighted course materials.

7. How is the program funded?

The program, which is administered by the Georgia Merit System, is underwritten by the agency through the use of reserve assessment funds approved by the General Assembly. Participants of the programs are charged a nominal fee to offset some of the costs.

8. Did this program originate in your state?

The GLI originated in the state of Georgia. The programs of the GLI are based on the State's enterprise leadership development needs that were identified in the two reports previously cited in question #4. The reports identified leadership competencies that were used to acquire or develop the program curriculum for GLI.

9. Are you aware of similar programs in other states?

A number of states have a developmental program that uses university, internal or contractor resources, most of which are directed at the executive or manager levels only. To our knowledge, no other statewide leadership

program exists that addresses all levels of leadership – from pre-leadership to executive. Georgia is the first state in the country to implement a formal public sector leadership program of this magnitude.

10. How do you measure success of this program?

Success will be measured by monitoring turnover in the positions that were targeted for attrition to see if program participants have assumed those responsibilities. The data that identified the gaps will be monitored for favorable trends. The tools utilized will be participant and organization evaluations, firsthand observations, and input from the organizations and the Leadership Advisory Council. The assessment program consists of evaluations, reports, and student records; a continuous process through which formal assessment is conducted at the start of the training and after training events. The information obtained will be used to set up or update the Georgia Leadership Institute's goals and objectives. The implementation of modifications made based on assessments will be influenced by future events that include, but are not limited to, personnel turnover, new equipment, workforce structure changes or legislative mandates.

11. How has the program grown and/or changed since its inception?

Since its inception, the program has been expanded. Planning is underway for deploying the Executive Leadership (ELP), Middle Manager, and Principle-Centered Leadership Programs' services at a faster pace and to a larger audience. For example: Initially, two ELP cohorts, held in three work sessions over a nine-month period, allowed only 80 employees each year the opportunity to participate in the program. In an effort to speed up the delivery of the ELP for FY 2006 and 2007, an intense one-week residential curriculum, accommodating up to 40 participants, has been developed. The first residential program will be held on May 7, 2006. For FY 2007, five more one-week residential classes will be delivered, increasing the number of participants in the ELP to 240 each year. Also, plans are underway to add E-learning as a delivery option. A train-the-trainer component will be added for the Supervisory and Pre-Supervisory Development Programs, giving state agencies the capability of delivering these programs within their individual organizations. Intensifying the program has resulted in a faster return on investment.