



2008 Eugene H. Rooney, Jr. Award Nomination State of Wisconsin Enterprise Leadership & Management Academy Programs

Program Summary

The Office of State Employment Relations is pleased to nominate our expanded Enterprise Leadership and Management Academy programs for the 2008 Eugene H. Rooney, Jr. Award.

This program was developed in response to a critical need to develop and prepare our experienced, new and aspiring state managers to face the workforce challenges ahead. The world of the public manager and leader is evolving at ever-increasing speeds. We noted that governments are increasingly being asked to do more with fewer resources, funding at state and federal levels continues to decline, citizens are demanding a more caring, responsive government, and new technology is revolutionizing the way we do business. We had to ask if we were prepared for this shift and felt there was a need to do further training.

In 2006, in collaboration with the UW Certified Public Manager Program (CPM), we launched the Enterprise Leadership Academy (*ELA*) as a pilot in 2006. Based on a successful outcome, in 2007 the standard ELA program began. In addition, in October, 2007, a new pilot program, the Enterprise Management Development Academy (*EMDA*) began. This program's focus is development of management skills for new and aspiring managers. Key elements of these innovative enterprise programs include:

- An integrative plan for enterprise-wide leadership and management development.
- Development of a curriculum and program format that would facilitate broader enterprise awareness, problem-solving and inter-agency cooperation, understanding and solution transferability.
- A core program utilizing a leadership profile and competencies that would allow for credit transfer to Certified Public Manager (CPM) certification for those enrolled in the CPM program.
- An applied learning project directly related to inter-agency common issues and needs.
- Academy-style programs for thirty to forty cohorts who go through as a class and develop a core network of cross-agency resources.

Narrative Response

How long has this program been operational?

The ELA program was piloted in March 2006, with graduation on December 13, 2006. The standard ELA program was launched in May, 2007 with graduation on February 20, 2008. The EMDA program was implemented in October, 2007 with an anticipated graduation in October, 2008.

Why was the program created?

As the world of public sector work evolves to be focused on integrated, enterprise-wide solutions and multi-organizational arrangements, the State of Wisconsin recognized the need for advanced leadership development of our experienced and new leaders/managers. In addition, we are facing a substantial retirement burden, particularly in certain classifications, such as Administrative Managers, over the next three to five years. Executive leaders, supervisors and staff began requesting training for middle managers which could swiftly and intensively develop managers' leadership knowledge and skills. Another challenge complicating this challenge even more is that over the years, Wisconsin's agencies have become decentralized. With that change, agencies often view their needs and problems as unique. As such, they strive to resolve these independently and unilaterally; which often results in duplication of programs and inefficient use of resources.

Why is this program a new and creative method?

The enterprise academy, competency-based format used for this program was unique to the state. Leadership training had traditionally been either agency-specific, on a half-day, full-day or at the most a week-long basis. The concept of creating focused, multiple academies for different levels of managers/supervisors was also unique to Wisconsin state government. Our goal was to bring cross-agency managers, supervisors or aspiring managers together in a competitively nominated

and selected cohort structure to build stronger collaborative problem-solving networks, shared services model thinking and broader awareness of the functions and common issues of other agencies. Ultimately we hope to build a broader, shared-services, problem-solving and skills transferability culture.

What were the program's start-up costs?

The budget for the initial ELA was \$30,000 plus staff time. Our overall start-up costs were approximately \$18,000 with the remaining budget allocated to the expanded standard programs.

The start-up cost items were as follows:

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

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 the pilot 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.

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 360° self-assessment tools, instructors and assessment of the utility of the information. In addition, all participants do a follow-up LPI within a year post-graduation. Those results are 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 ELA participants and align curriculum with the Five Practices of the LPI - Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. Some of the initial ELA coursework was put into the EMDA. Focus in the ELA is now more leadership and advanced management principles. The EMDA provides training in the foundations of management. We have conceptualized a model to continue to build and expand these programs which would encompass all levels of managers.

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.