



Announcement:

2015 Enterprise Leadership Academy Nominations Now Open!

We are very pleased to announce the 2015 Enterprise Leadership Academy (ELA), which will commence on February 10-11, 2015. The Office of State Employment Relations (OSER), in collaboration with the Wisconsin Certified Public Manager(R) Program, is proud to offer this outstanding advanced leadership program to State of Wisconsin supervisors and managers. This program has received excellent reviews from our graduates and continues to provide employees with a unique learning opportunity. Overall information on the ELA can be found at: www.ELA.wi.gov.

Nominations are now open. Please find attached the full ELA packet and an ELA flyer for posting throughout your agency. You and your staff may also access the nomination and selection criteria and forms at the web site: www.ELA.wi.gov. As a courtesy, also attached is a sample letter for agency head use in communicating this announcement to employees, if desired. If you, as an individual, are interested in being nominated, we encourage you to talk with your supervisor. We further encourage agency heads, deputies, division administrators or direct supervisors to nominate your talented, promising supervisory or management staff.

Nominations are due by no later than January 5, 2015. The selection committee will meet to review and finalize the selected candidates shortly thereafter, so this deadline is firm.

The program fee for ELA will be \$1995 per participant. That equates to a cost-effective \$99 per day.

Agency leaders, please forward this email to appropriate staff—both those who would nominate or be nominated. We so appreciate your support of this program and are committed to continuing a top-quality program.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory L. Gracz".

Gregory L. Gracz
Director
Office of State Employment Relations
State of Wisconsin



The mission of the State of Wisconsin Enterprise Leadership Academy is to develop visionary, service-oriented leaders dedicated to excellence in state government.

"ELA - Developing Quality Leadership with Vision"

***ELA 2015 Program Nomination and Selection Process

To nominate an employee for the State of Wisconsin Enterprise Leadership Academy (ELA) Program, please follow the selection and nomination steps below.

Step One: Identify Potential Participants

Potential participants will be State of Wisconsin managers or supervisors at pay range 81-03 or higher, in a counterpart position, or an unclassified administrator. Nominees will have a *minimum of 5 years* supervisory or management experience. Experience in the public or private sector is considered but at least two of the five years should be in the public sector

Please refer to the Nomination and Selection Criteria for additional guidance on the well-qualified candidate.

Step Two: Complete Nomination Form

Nominations can be made by a supervisor or other agency employee who is in a position as a manager or supervisor at the 81-03 pay range or higher, or in a counterpart position, or an unclassified administrator.

A qualified nominator will complete a Nomination Form. This form asks for basic contact information as well as a statement of his/her assessment of the nominee's ability to be a strong leader within Wisconsin state government. Final approval of the nomination and application must be by signature of the agency head. **Note: Employees may not self-nominate.**

Step Three: Complete Application Form

Upon notification of his/her nomination, the nominee will complete an individual application form and statement. This form asks for basic contact information, education history, past supervisory or management training courses taken, as well as a statement as to what the applicant believes he or she will gain from and can contribute to the ELA program. **Applicants' statements will be a significant portion of scoring criteria. Applicants are encouraged to put significant thought into this part of their submission.**

Step Four: Submit Nomination and Application Forms

Upon completion of Nomination and Application Forms and with agency head approval, submit both forms (with any attachments) in the same envelope to:

ELA Program
OSER - DA F G # H U] b [
Inter-D Mail: 101 E. Wilson Street, 4th Floor -or-
U.S. Mail: P.O. Box 7855, Madison, WI 53707-7855

All nominations and application forms must be received by close of business on **January 5, 2015.**

Step Five: Selection Process

The Selection Committee may be comprised of representatives from the Wisconsin Certified Public Manager program and the Office of State Employment Relations, Division of Merit Recruitment and Selection. The committee will review all nomination applications and make selections sometime in **early January 2015**. **Thirty (30)** candidates will be selected to participate in the ELA program.

Step Six: Selection Notification

Selection notices will be sent out **in mid-January 2015** via letter. A selected candidate will have **two weeks** to provide formal, written acceptance of their reserved place in the ELA class. Selected candidates will continue to receive more information as the program start date nears via email, inter-departmental mail or updates to the ELA website.

Step Seven: Participants Complete Pre-Program 360° Leadership Practices Inventory

Commitment to completion of pre-assessments is critical to long-term evaluation of our programs. All participants will be required to complete a pre-assessment prior to the start of the program.

Step Eight: Program Begins

Classes for the 2015 Enterprise Leadership Academy program will begin February 10-11, 2015. The curriculum overview gives a detailed account of class meeting dates and locations for the duration of the program.



ELA 2015 Nomination Form

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Nominee Information

Name: _____

Agency: _____

Job Title/Classification: _____

Years of Supervisory/Management Experience: _____

Nominator's Contact Information - (* Nominator must be someone other than nominee)

Nominator's Name _____

Job Title _____

Agency _____

Phone () _____ FAX () _____
(Work) (Work)

Email: _____ (Work)

Work Relationship to Nominee: _____

Nomination

It is my pleasure to nominate _____ to participate in the 2015 State of Wisconsin Enterprise Leadership Academy (ELA) Program. In nominating her/him for the program, I am recognizing her/his management abilities and demonstrated desire for continued learning. I am also recognizing that her/his participation will require time away from work, and that the agency will encourage this professional development activity, within the constraints of organizational demands.

Statement of Recommendation

Please **attach a statement in support of your nominee, describing the applicant's abilities, work record, professional potential, and personal qualities. Please limit your comments to one page.

Nominator Signature _____ Date _____

Billing Information

Where should the invoice be sent? Program fee for ELA 2015 is \$1995.

Name/Unit _____

Work Address _____

City _____ State _____ Zip _____

Agency Head Approval or authorized representative (required)

It is my professional opinion that this individual should be admitted to the ELA program.

Signature _____ Date _____

Please submit both the Nomination form and Application form (in the same envelope) by no later than January 5, 2015 to:

ELA Program
OSER - DAFG#HUb[
Inter-D Mail: 101 E. Wilson Street, 4th Floor -or-
U.S. Mail: P.O. Box 7855, Madison, WI 53707-7855



ELA 2015 Application Form

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Contact Information

Applicant Name _____

Title/Classification _____

Agency _____

Work Address _____

street

city / state/ zip

Phone () _____ () _____
Work Alternative (cell, home)

FAX () _____ Work E-mail _____

Educational Background

<u>Institution Name & Location</u>	<u>Degree/Diploma</u>	<u>Year</u>	<u>Major/Specialization</u>

Past Supervisory or Management Training

Please list, on the next page, past supervisory or management related training taken in the last five years. Training may include university credit or non-credit courses, state-sponsored classes (including required supervisory training), training offered by your unit, vocational/technical classes, and professional training seminars that focus on supervision or management. Classes may include topics such as:

- *The Personnel System*
- *EEO/Affirmative Action*
- *Time Management*
- *Introduction to Supervision/Role of Supervisor Delegation*
- *Leading Meetings*
- *Motivation/Coaching and Counseling*
- *Conflict Management*
- *Performance Planning and Evaluation*
- *Discipline/Grievance*
- *Perceptive Communication*
- *Planning/Goal Setting for the Work Unit*
- *Basics of Decision Making and Problem Solving*
- *Advanced Labor Relations*
- *Group Process/Group Decision Making*
- *Teambuilding*
- *Leadership*
- *Interpersonal Communication*

<u>Year</u>	<u>Subject of Course</u>	<u>Provider</u>	<u># of days or semesters</u>

(attach additional sheet if needed)

Applicant Essay

Applicant statements will be a significant portion of scoring criteria and applicants are encouraged to put significant thought into this part of their submission.

Please **attach a one-page statement describing the following:

- Why you want to participate in the ELA program
- What you believe you will gain from the program
- How you believe you will be able to share the knowledge gained
- What you believe you can contribute to the success of the program

Applicant Commitment

I verify that the above information is accurate to the best of my knowledge. If selected to participate in the ELA program, I commit to full participation and to abide by the attached program policies and guidelines. I further understand that upon successful completion of the program I will be eligible to receive significant hours of credit which can be applied should I choose to pursue Certified Public Manager(R) certification.

Signature _____ Date _____

Please submit both the Nomination form and Application (in the same envelope) by no later than January 5, 2015 to:

ELA Program
OSER - DA F G # H U J b [
Inter-D Mail: 101 E. Wilson Street, 4th Floor -or-
U.S. Mail: P.O. Box 7855, Madison, WI 53707-7855

Voluntary Information

The following information is collected to enhance the programming efforts at the State of Wisconsin and is voluntary.

SEX: Female Male
DISABLED: Yes No
BIRTHDATE: _____ Month _____ Day _____ Year
HERITAGE: American Indian Asian/Pacific Islander African
 Hispanic White or Other

If desired, please note if you require any special accommodations.

The ELA Program is committed to diversity and encourages applications from women, minorities and persons with disabilities



State of Wisconsin

Enterprise Leadership Academy

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2015 LA 2015 Program Nomination and Selection Criteria

The Nomination & Selection Criteria for the **2015 State of Wisconsin Enterprise Leadership Academy (ELA)** is as follows:

1. The well qualified applicant:
 - Is a State of Wisconsin manager or supervisor at pay range 81-03 or higher, in a counterpart position, or an unclassified administrator
 - Has a minimum of five years supervisory or management experience. Experience in the public or private sector is considered, but at least two of the five years should be in the public sector
 - Has not completed EMDA or the Certified Public Manager (CPM) Program, or made substantial progress toward CPM completion
 - Has a continuing desire to learn, and the ability to think critically, creatively problem-solve and apply new knowledge appropriately to the work environment
2. The Selection Committee will give preference to those applicants with past supervisory or management experience with the State of Wisconsin. Thirty (30) candidates will be selected to participate in the program.
3. Nominations can be made by a supervisor or other agency employee who is in a position as a manager or supervisor at the 81-03 pay range or higher, in a counterpart position, or an unclassified administrator. **Note: Employees may not self-nominate.**
4. An applicant must be able to commit to the established classes for the period of the program and agree to abide by program policies and guidelines.
5. The Selection Committee will consider both the nomination form and the individual application to evaluate the candidate's potential for successful participation in the program.
6. The program strives to have a diverse group in terms of geographic location, agency size and occupation. The program will also strive for representation of women, minorities, people with disabilities and other protected groups.
7. An applicant must obtain Agency Head approval in addition to the above nomination requirement.
8. Only complete nomination and application packets will be considered.



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2015 ELA Program Frequently Asked Questions

What is the ELA program?

The Enterprise Leadership Academy (ELA) program is a defined leadership training program developed by the Office of State Employment Relations in collaboration with the Certified Public Manager(R) program.

Why was this program developed?

This program was developed in response to requests from agency leaders and staff for an enterprise-level leadership development program. As the State begins to see increased numbers of retirements over the coming years, it will become even more necessary to ensure we are providing top-flight training to our existing and new leaders. As the State continues to look for cost-effective and high-quality ways to use state resources, leaders need to be able to problem solve with a global approach through utilization of a shared services approach. The ELA provides opportunities for all leaders from different agencies to address common problems and network across agencies.

Who is eligible to participate in the ELA program?

To see who is eligible, please refer to the nomination and selection criteria.

Are there other programs available like the ELA program?

We used input from the pilot program participants to identify, develop, and align training curricula to best meet the needs of future and new leaders. Currently, there are two programs, the Enterprise Leadership Academy (ELA), and the Enterprise Management Development Academy (EMDA). The EMDA is focused on the development of future and new leaders. We remain committed to continuous improvement of our Enterprise Academies training programs.

Will I be able to use the hours earned toward my Certified Public Manager certification?

Yes, the ELA program will qualify for more than 100 hours toward that certification.

How do I get nominated?

A nomination and application process has been established. Please go to <http://www.ela.wi.gov/section.asp?linkid=735&locid=99> for a copy of the information packet.

How much will it cost?

The cost of the program will be \$1995 per participant.

Will my agency cover the cost?

Agencies will be billed directly for the cost.

What is the time commitment?

The ELA 2015 program runs from February 10-11, 2015 to November 10-11, 2015. Classes will be held two days per month and participants are required to attend ALL classes. A final applied project, which will be worked on in part during classes and will be presented at the last session. A graduation ceremony will be held during the last session.

How do I ensure that I will be given the time needed to participate?

There is strong support for this program. Your agency leaders are expected to support your participation by making time available to you for class attendance.

Will all the classes be in Madison?

The 2015 ELA classes will be held at the Pyle Center on the UW-Madison campus. More details about class location will be provided to participants.

Where can I view the curriculum?

The curriculum can be viewed at the following link:
<http://www.ela.wi.gov/section.asp?linkid=735&locid=99>

Is this program a repeat of the Certified Public Manager Program?

While some of the courses are similar to some of the CPM courses, some teachers are different and all of the content is being geared to experienced state government managers. Even if you have taken some CPM courses, you will likely get some new information in the ELA program which will be relevant to your work. However, if you have completed the CPM program, or have made substantial progress toward CPM completion, this program would not be best suited to your advanced training.

Additional questions should be directed to Jennifer Gebert, Director, Bureau of Outreach Services, OSER/DMRS, at Jennifer.Gebert@Wisconsin.gov.



****2015 Enterprise Leadership Academy Key Dates

Nov. 2014:	Nominations open to agencies
Jan. 5, 2015:	Nominations/Applications are due to OSER
Early Jan. 2015	Nomination selection committees meet and selection decisions complete
Mid-Jan. 2015:	Selection Notifications Sent
Jan. 23, 2015:	Participant Acceptance/Declination Decision Due to OSER
Feb.10-11, 2015:	ELA Program Begins
Nov.10-11, 2015:	ELA Program Completion/Graduation

DATES for ELA 2015:

- ❖ *Feb. 10-11, 2015*
- ❖ *Mar. 10-11, 2015*
- ❖ *Apr. 22-23, 2015*
- ❖ *May 13-14, 2015*
- ❖ *June 23-24, 2015*
- ❖ *July 7-8, 2015*
- ❖ *Aug. 11-12, 2015*
- ❖ *Sept. 8-9, 2015*
- ❖ *Oct. 13-14, 2015*
- ❖ *Nov. 10-11, 2015*

See the ELA web site for complete details on class schedule and location.

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ELA 2015 Program Policies and Guidelines

Participants

Attendance:

Attendance at classes or other learning events demonstrates a commitment to the learning process and to your fellow participants. Participants are expected to attend all sessions in the program. Participants may have an excused absence only for critical personal illness or emergency, or family emergency (such as the critical illness of a family member). Work-related absences will be considered excused only if it is a documented emergency (example: catastrophic event such as tornado or fire). Participants who miss a class are expected to connect with a fellow participant and the instructor(s) to ensure they have received the information from the class. Any missed assignments are expected to be submitted at a date mutually agreed upon by the participant and instructor. *See detailed Cancellation/Withdrawal Policy on next page.*

Confidentiality:

Participants are expected to treat personal or agency information they share or receive in class as confidential and not to be repeated in either oral or written form outside the class.

Commitment to Participation:

Participants will be expected to sign a statement of commitment to full participation. Full participation includes completion of in-class and out of class assignments, pre- and post- self assessments, and any other identified requirements for program completion. Agency leadership will be advised of participants' completion of all requirements.

Communication:

Participants are expected to keep their immediate supervisors or other key agency managers informed as to their progress in the program, information they have learned and concerns they have.

Evaluation:

Evaluations are a key tool in helping to build a useful and effective program for future participants. Participants are expected to evaluate classes fairly and honestly, and to share concerns regarding the program directly with the program's administration and/or instructors.

Self Assessment

Participants are expected to complete the program's pre-assessment.

Program Administration and Instructional Staff

Quality:

Program administration and staff are expected to develop and deliver the highest quality professional development program possible.

Responsiveness:

Program administration and staff are expected to respond in a timely manner to agency and participant concerns, and to make any reasonable modifications.

Ethics:

Program administration and staff are expected to abide by high ethical standards in the preparation, and delivery of the program as well as in their relationships with participants and agencies.

Confidentiality:

In accord with the United States Family Educational Rights and Privacy Act of 1974 ("the Buckley Amendment") and Chapter 19 (Section 36) of the Wisconsin Statutes regarding public records, all materials produced by students in the program and all records regarding student performance in the program are not open to general public review. Use of student-produced materials in classes or in other public forums is strictly prohibited unless specific written permission is given by the student.

ELA 2015 Program

Cancellation/Withdrawal Policy

The nomination and selection process for the Enterprise Leadership Academy (ELA) includes advance notice of selection, and a requirement that the participant accepts or declines selection. We strongly encourage Academy applicants to **prepare to attend all sessions if selected**, to block off time on their calendars for attendance and participation, and to plan in advance for work and coverage needs during their participation in the program. Participation in all 20 days of ELA program classes is mandatory.

Since the ELA program generally receives more applications than the limited number of seats available, this Cancellation/Withdrawal Policy should be viewed as applicable only to **extraordinary situations**. Please be certain to review other relevant sections of the **ELA Policies & Guidelines** on the prior page.

If a participant must cancel or withdraw enrollment in the Enterprise Leadership Academy, then OSER must be notified **in writing**. This can be done via E-Mail at ELA@Wisconsin.gov or to the attention of: Jennifer Gebert, Director, Bureau of Outreach Services, OSER/DMRS at e-mail Jennifer.Gebert@Wisconsin.gov or by FAX (608) 267-1020.

CANCELLATION BEFORE START OF ACADEMY:

If written notice of cancellation is received **five or more working days** prior to the start date of the first academy session, there will be **no cancellation fee** except for any actual costs incurred up to that point (for example, participant utilization of the assessment tool).

If written notice of cancellation is received **one to four working days** prior to the start date of the first academy session, there will be a cancellation fee equivalent to 10 percent of the total program participation fee.

WITHDRAWAL AFTER START OF ACADEMY:

Due to costs incurred, **full course fees** for the entire academy will be billed if a participant withdraws **after completing 33 percent of the scheduled academy program**, regardless of the reason for withdrawal.

If a participant withdraws **prior to completing 33 percent of the scheduled academy program**, (including any portion of the first day of the first session), cancellation fees will include **any costs incurred up to that point**. This includes instructional costs for any portion of sessions attended; materials, supplies, equipment, and catering costs and any assessment tools purchased on behalf of the participant; plus an administrative fee.

CANCELLATION OF SESSIONS BY ELA:

We expect to hold all ELA sessions as scheduled. If an ELA session must be cancelled for extraordinary reasons, participants will receive as much notice of cancellation as possible and the session will be rescheduled if at all possible. Participants should plan to attend the entire academy as scheduled.

2015 ENTERPRISE LEADERSHIP ACADEMY

Date	Topics
Tu Feb. 10, 2015	Welcome/Overview/Introductions Introduction to the Challenge Leadership Practices Inventory (LPI) Introduction and Model the Way
W Feb. 11, 2015	Public Management Profession
Tu March 10, 2015	Project Management
W March 11, 2015	Project Management (cont'd) LPI: Challenge the Process Beginning to Work on the Challenge
W April 22, 2015	Org. Performance & Legislative Relations
Th April 23, 2015	Employment Relations Recruitment Diversity & Cultural Competence
W-Th May 13 & 14, 2015	Managing Organizational Change
Tu June 23, 2015	Building Relationships Coaching LPI: Inspire a Shared Vision
W June 24, 2015	Conflict Management and Negotiation
Tu July 7, 2015	Creative Problem Solving
W July 8, 2015	Creative Problem Solving (cont'd) LPI: Enabling Others to Act
Tu Aug. 11, 2015	Team Building & Team Management
W Aug. 12, 2015	LPI: Encouraging the Heart Building Trust & Leader Credibility
Tu Sept. 8, 2015	Measuring & Managing Organizational Performance Performance & Productivity
W Sept. 9, 2015	Performance & Productivity (cont'd) Technology Leadership
Tu Oct. 13, 2015	Marketing & Relationship Building
W Oct. 14, 2015	Communication & Presentation Skills
Tu Nov. 10, 2015	State Budget
W Nov. 11, 2015	Project Presentations Graduation Ceremony & Reception

Note: Curriculum is subject to change.

Enterprise Leadership Academy 2015

Definitions

Enterprise— For ELA purposes, this means the State of Wisconsin as an employer-organization, and all its agencies including the University of Wisconsin System.

Academy—A learning environment of peers/colleagues who receive specialized training; for ELA purposes, the specialized training is in the area of leadership.

Shared Services— An organizational efficiency approach involving several units (e.g., departments, divisions) sharing common services, such as administrative, legal, technical, and/or financial support services.

Applied Project— For ELA purposes, this means a project defined and worked on collectively by a group of ELA participants. The objective is to produce a final document or report which is presented at the end of the ELA program.

Certified Public Manager— The Wisconsin Certified Public Manager Program (WCPM) is a nationally-accredited certificate program for managers in federal, state and local government and in tribal and non-profit organizations. (CPM definition)

360° assessment—A form of assessment/evaluation in which an employee's superiors, peers/co-workers, subordinates, and customers are afforded an opportunity to provide input about the person's work performance.

Leadership Network— An established network of intra- and inter- agency contacts in leadership positions which can be utilized to problem solve, share best practices, and resource-share.