



Leadership Development Program: Field and Management Academies *Applications Now Being Accepted!!!*

Apply NOW for the Field or Management Academies! This is an opportunity to develop and enhance your leadership skills, and to learn and grow with fellow leaders in the Department.

Who:

All employees in good standing within this performance year may apply. Crew leaders, crew supervisors and plant supervisors, who have completed at least four of the Super 8 training modules, will be considered highly desirable candidates. For employees from a primarily office environment: second-line supervisors who have completed Supervisors Academy plus four of the Super 8 training modules will be considered highly desirable candidates.

How:

Employees who are interested in attending the academies will need to complete an application form and submit it to their Supervisor, as well as send a copy to the Strategic Support Services Section (MS 901A) by 07/06/12. Application forms can be located electronically at the department's website or in hard copy from your supervisor.

When:

Submit applications to Laura Durbin at MS 901A by 07/06/12. There will be one Field and one Management Academy offered in the fall of FY2013. There will be approximately nine Field Academies and eight Management Academies offered within Fiscal Years 2011-2014.

For More Information:

For more information regarding the Academies, please contact Laura Durbin at X44066 or visit the Department's website: Strategic Programs, Leadership Development Program, click on Field Academy or Management Academy.

Leadership Development Program: Program Description and Application for Field or Management Academies

The Public Utilities Department has created a Leadership Development Program (LDP) providing employees an opportunity to develop their skills to become future leaders within the organization. Additionally, the LDP aims to develop clarity and alignment of expectations for leaders and managers, and enhance the leadership and management capacity within the Utility. Two academies are offered in this program to enhance the leadership skills and abilities of employees within the Public Utilities Department.

Management Academy

This academy will focus on the development of leadership skills for employees with a vested interest in continuing their leadership growth within the organization. The Management Academy will consist of eight full-days, delivered over a 14 week period. Thirty participants will be in each Academy. Curriculum for the Management Academy will cover topics such as:

- Managing collaboration, Consensus, & Conflict
- Developing & Inspiring High-Performing Teams
- Performance Management & Coaching
- Enhancing Communication & Engagement
- Admirable Leadership
- Strategic and Systems Thinking
- Development of Self and Others
- Leading Change

All employees in good standing* for the current performance year are eligible to apply and attend the Management Academy. Employees who have met the following criteria will be considered highly desirable during the selection process:

- Are a Second-line supervisor** or above
- Have completed the Supervisor's Academy **AND**
- Have completed any other four of the Super 7

All Management Academy attendees will need to have received supervisor's and Deputy Director's approval.

*Definition of "Good Standing" is the same as used to determine eligibility for incentive awards in the Bid to Goal (B2G) Program, and can found on page 20 of the B2G program Policies and Procedures Manual, which is posted on the Department's website.

**Definition of Second-line Supervisors was determined as follows: Individuals in *classifications* identified as second-line supervisors, and/or anyone currently supervising a supervisor.

The Field Academy

This academy will focus on the development of field and plant-based leadership skills. The Field Academy will consist of seven days, delivered over a 14 week period, with the first and last days being full days, and days two through six being half-day sessions. Thirty participants will be in each Academy. Curriculum for the Field Academy will cover topics such as:

- Admirable Leadership
- Developing & Inspiring High-Performing Teams
- Understanding Team Dynamics
- Enhancing Communication & Engagement
- Adapting to Change
- Managing Conflict
- Coaching for Peak Performance

All employees in good standing for the current performance year are eligible to apply and attend the Field Academy. Employees who have met the following criteria will be considered highly desirable during the selection process:

- Are a Field- or plant-based crew leader or supervisor
- Have completed any four of the Super 7

All Field Academy attendees will need to have received Supervisor's and Deputy Director's approval.

For more information please contact Laura Durbin at X44066 or ldurbin@sandiego.gov.

Directions for Application:

1. Complete the attached Application fully. You may complete it electronically or in hand-written format. You may use the back of the form or additional paper to answer application questions.
2. Make a copy of your completed Application. Submit one copy to your Supervisor and one copy to Laura Durbin, Strategic Support Services (SSS) Section (MS 901). Applications must be submitted to your Supervisor and the SSS Section by **July 6, 2012**.
3. Supervisor will review application and complete page 4. Once the Supervisor has signed the form he/she will send application to Laura Durbin (MS 901A) by **July 13, 2012**.
4. Completed Application forms will be reviewed by your Deputy Director. All applicants will hear from their Deputy Director as to the acceptance or rejection of their application by **July 31, 2012**.

Leadership Development Program: Field and Management Academies Application

Name:

Job title:

Supervisor:

Division:

Status of Completion of Super 7 Training Classes (check all completed):

Sexual Harassment Discipline/Rewards Diversity AAIT
 Supervisor's Academy Reasonable Suspicion EPRP Threat

I'm interested in attending (circle/highlight one/Place an X next to one):

Field Academy

Management Academy

1. Briefly explain at least three reasons why you should be selected to attend this academy.

2. Briefly explain at least three things you wish to get out of attending this academy to enhance your leadership ability at work.

Employee's Signature: _____ Date: _____

Leadership Development Program: Supervisor Approval for Field or Management Academy

The Research has repeatedly shown that a key success factor in any professional development program is the support of the participant's direct manager. The expectation of the Academy holds the Participants accountable for attending, participating, learning and applying the concepts and tools. In addition, Department leadership expects managers and supervisors to provide active and ongoing developmental support to academy participants.

Attention Supervisor: Please Submit Signed Application to Laura Durbin in the Strategic Support Services (SSS) Section (MS 901A) by **July 13, 2012.**

Applicant Name: _____

Supervisor Name and Job Title: _____

Division: _____

Do you approve the above applicant attending the Leadership Development program (LDP) Management or Field Academy? YES NO

If answered NO to the above question, please provide your reasoning:

If answered YES, please check your top 3 learning objectives for this participant:

- | | |
|-----------------------------------------------------------------------|---------------------------------------------------------------------|
| <input type="checkbox"/> Communication and Conflict Resolution Skills | <input type="checkbox"/> Resource and Project Management |
| <input type="checkbox"/> Leading and Adapting to Change Skills | <input type="checkbox"/> Developing a Results-Driven Culture |
| <input type="checkbox"/> Development of Self and Others | <input type="checkbox"/> Political Acumen |
| <input type="checkbox"/> Building Inclusive & High-Performing Teams | <input type="checkbox"/> Best Practices in Leadership & Supervision |
| <input type="checkbox"/> Other: | |

Will you, as the participant's Supervisor, commit to assisting in the support, development and application of the skills, concepts and tools taught in the Academy? YES NO

Supervisor's Signature: _____ Date: _____

<p>FY13 Fall Management and Field Academies: Timeline of Important Dates and Executives' Role</p>

I. Communication Begins

1. June 11th
 - a) All Hands
 - b) Pipeline
 - c) Flyers
 - d) Senior Staff Meetings
 - e) Email from Roger (June 11th)

Executives' Role: Communicate the program to staff using Talking Points provided (meetings, emails, etc.), and schedule SSS presentations at All-Hands and/or Senior Staff Meetings

II. Applications available

1. June 11th

Executives' Role: Communicate the program to staff using Talking Points provided (meetings, emails, etc.), schedule SSS presentations at All-Hands and/or Senior Staff Meetings, provide hard copy of application to staff encouraging them to apply.

III. Applications Due

1. July 6th

IV. DD Selection Process Complete

1. July 20th

Executives' Role: Each DD will be provided their employees' applications to pick their nominations from.

V. Policy Committee Selection Process Complete

1. August 1st

Executives' Role: Policy Committee makes final decision for FY13 fall academy participants from nominations.

VI. Orientations

1. Management: September 12th
2. Field: September 13th

Executives' Role: Attend to show support of program and staff enrolled.

VII. Graduation

1. Management: December 5th
2. Field: December 6th

Executives' Role: Attend to show support and congratulate participants.

VIII. *Draft Session Dates*

Executives' Role: Volunteer/Participate in presentations, panel discussions, and open forums/Q & A. All executives are welcome to "drop by" to watch the academy sessions and listen to the issues discussed, concepts learned, and tools practiced by the participants.

1. Field:

- a) Orientation Day: Thurs, September 13th
- b) Session One: Thurs, September 27th(Full Day)
- c) Session Two: Thurs, October 11th (Half Day)
- d) Session Three: Thurs, October 18th (Half Day)
- e) Session Four: Thurs, November 1st (Half Day)
- f) Session Five: Thurs, November 8th (Half Day)
- g) Session Six: Thurs, November 29th (Half Day)
- h) Session Seven: Thurs, December 6th (Graduation) (Full Day)

2. Management:

- a) Orientation Day: Wed, September 12th
- b) Session One: Wed, September 26th (All Full Days)
- c) Session Two: Wed, October 3rd
- d) Session Three: Wed October 17th
- e) Session Four: Wed, October 24th
- f) Session Five: Wed, November 7th
- g) Session Six: Wed, November 14th
- h) Session Seven: Wed, November 28th
- i) Session Eight: Wed, December 5th (Graduation)