

**FY 2004**  
**Leadership Development Program for**  
**South Pacific Division**  
**(SPN Participants)**  
**U. S. Army Corps of Engineers**  
**June 2003**

**Introduction and Purpose**

The Department of Army is known for its excellent leadership training and Corps offices should be taking full advantage of “off the shelf” leadership training already available. Historically, however, these opportunities have limited slots or slots that are focused on higher grades. Additionally, there is no program that addresses the goal of developing the corporate perspective from a regional basis. The SPD Leadership Development Program (LDP) fills the gap by providing essential leadership development training that is regionally oriented and necessary for the accomplishment of our future missions.

The LDP has and will continue to provide opportunities for team members within the Division and Districts to build relationships and work on projects of benefit to our common mission. The program is tailored to suit the Division and District needs, especially in shaping the leadership skills required to meet challenges in the future. This program is a balanced and affordable endeavor, which will strive toward developing a learning organization that is equipped to deal with rapid change. It is the aim of this program to build individual confidence, encourage innovation and develop leadership skills and understanding of how the Corps fits into the “big” picture among other federal, state and local agencies.

The goals of the SPD Leadership Development Program are:

- ◆ Develop Leadership Skills
- ◆ Build teamwork
- ◆ Build and develop relationships
- ◆ Understand Corps business processes
- ◆ Understand the environment in which the Corps operates
- ◆ Understand the value of diversity
- ◆ Develop a corporate perspective

**Program Leadership**

Involvement of senior leaders in the District with the program participants is critical to the success of the LDP. This involvement will help forge the District’s future leaders, and will demonstrate the senior leaders’ commitment to leadership development. The San Francisco District Corporate Board will serve as a selecting and steering committee for the Program. The Corporate Board consists of the following:

- ◆ District Commander
- ◆ Deputy District Commander
- ◆ Chief, Engineering and Technical Services
- ◆ Chief, Programs and Project Management
- ◆ District Counsel
- ◆ Chief, Resource Management
- ◆ Chief, Operations & Readiness
- ◆ Chief, Contracting
- ◆ Chief, Information Management

The SPN Corporate Board responsibilities include interviewing and selecting applicants. The Board recommends the number of District participants, considering SPD LDP constraints, and the required budget. The SPD Regional Learning and Leadership Board (LLB) will have responsibility for providing overall program guidance.

The Leadership Consultant will have responsibility for the program leadership, accountable for content, delivery and outcomes. The Consultant will plan the course, teach and facilitate all the sessions, coach individuals and provide between-meeting support and contact, provide web board support, and will attend all sessions.

The SPD Senior Manager will provide oversight and policy guidance to the Leadership Consultant.

The Logistics/Coordination Manager will assist in pulling together speakers, handle logistics, and may attend some of the sessions.

### **SPD Program Features**

- ◆ **Program Expectations:** The LDP is designed to develop leadership skills of high potential GS/WG-11 through 13s. It does not provide for automatic advancement to higher grades. The LDP will require participants to commit both work and personal time to graduate.
- ◆ **Open to All Career Status, All Functional Areas and Career Programs, GS/WG 11-13:** The SPD HQ LDP accepts GS/WG 11-13 applicants from all functional areas and career programs who have career status.
- ◆ **Structured Application and Selection Process:** The application and selection process for participation in the SPD LDP includes notification of the application period, a formal application (see attached Registration Form, Supervisor's Statement, and Questions to Applicants) and an interview and selection process that ensures a diverse class of high potential participants.
- ◆ **Supervisor's Statement with Application:** Applications shall include a statement by the applicant's supervisor of the applicant's leadership potential, of impacts of the applicant's participation in the program on organizational workload, and will either endorse or not concur with the application. Although, non-concurrence by the supervisor will be one factor weighed in the selection process, it will not necessarily exclude an applicant from the LDP.
- ◆ **Minimum Completion Standards:** Graduates must successfully complete the four modules listed below. All mandatory program elements must be completed within one year. Upon selection to the program and after a program orientation, each participant will develop a plan and budget to fulfill the requirements below. The plan and budget will be approved by the SPN Corporate Board and the participant will provide quarterly reports to the Board.

Note: An \* below indicates a mandatory requirement for completion of the program.

#### **Module I – Personal/Managerial/Organizational Development**

- **Executive Balance\*** – Participants practice the art of “Leadership Through Team Building and Self Awareness” during a weeklong leadership course facilitated by Ken Burns from the Center For Army Leadership (CAL). The goal of the course is for the participants to increase their self-awareness and be able to understand and build teams. The course will be in conjunction with the SPD LDP 2004 Program Orientation. Attendance is a required kick-off to participating in the yearlong program. The course will be held in Fall 2003 at a place to be determined.
- **Resource List and Process** – Participants will read three relevant books and report to other class members. The books can be on leadership, marketing, management, public policy and history. A resource list of books will be furnished upon selection to the program, but the final

selection of the books is left to the participant. These costs should be included in the participant's budget calculations.

- ❑ **Experience Leadership Styles** – The class will participate in meetings with various leaders within the Corps, military and civil customers, and the private sector. Meetings may include the entire class, only the Corps and military participants, or just individuals. Six on-site meetings should be attended over the course of the year. The Logistics Manager will suggest persons to contact, but the LDP participant can arrange meetings to fulfil this requirement as long as the SPN Corporate Board approves the person. SPN class members will hold an after-action discussion sharing the relevant points of the meeting.
- ❑ **Mentoring Component\*** – Each participant will select a mentor and meet with him or her regularly. The mentor may be a leader in the district, division or private sectors and can be active or retired. Mentoring guidelines will be provided to the participant upon the first meeting after selection. Mentors will be selected and approved by the second class meeting.
- ❑ **Leadership Toolbox** – Participants will receive training in such elements as time management, leadership styles, team effectiveness, conflict resolution, presentation skills, career planning, etc., during the class meetings.
- ❑ **Training in Personal Development** – Participants may select a course in personal development, such as Personnel Management for Executives, Human Resources, or Psychology as part of their program. This course will be approved by the SPN Corporate Board and should be made part of the participant's Individual Development Plan (IDP).

#### **Module II – Leadership Skills in Public Administration**

- ❑ **Foundations of Public Administration \***– A required Civics 101 class will be provided during the class meeting prior to the National Policy Process trip to Washington, DC.
- ❑ **National Policy Process Review Course \*** - This course in Washington, DC will provide the participants with an overview of Government practices and policies and a first hand look at the government in action. A visit to HQUSACE and the Pentagon will be part of the course and arrangements will be made to meet senior leaders in the Corps and the Pentagon (Assistant Secretary of the Army for Civil Works, and Army Chief of Staff for Installations and Management). Readings and a pre- and post-trip writing assignment will supplement the trip.

#### **Module III – Organization Service/Application/Involvement**

- ❑ **Individual Involvement/Attendance/Evaluation** – Participants will attend a variety of Division and district leadership meetings such as Division and District Project Review Boards, Program Budget Advisory Committee, Command Assistance Visits, Regional Management Board and office and division staff meetings. After attendance, participants will report back to the group regarding the various leadership qualities and other management techniques demonstrated.
- ❑ **Special Individual Leadership Project** -- Participants will work with the SPN Corporate Board to develop an individual project on organizational performance and productivity that will allow the participants to develop skills in leadership, problem solving and presentation. This can commence after graduation, so that all of the individual's skills can be put into practice for the good of the organization.

#### **Module IV Corporate Vision and Strategies**

- **Orientation** – From the early stages of the program, participants are briefed on on-going initiatives and current issues to provide for situational awareness and cross-referencing of issues. In addition, the class will receive an orientation on program expectations and requirements prior to the CAL class.
- **Meeting with Corps Senior Leaders** -- Participants will meet with Corps Senior Executive Service Members, General Officers and other senior leaders throughout the year. The Washington D.C. National Policy Process Week will include a visit to the Pentagon and Corps Headquarters. After each meeting, participants should spend time analyzing lessons learned and seeking connections with the work they do in SPN.
- **Regional Team Project \***– As a class, participants, plan, develop and implement a regional team project that benefits the South Pacific Division, uses the networking capability developed during the program and enhances the regional team concept. The project concept (scope, schedule and budget) will be developed by the class during the January class meeting and will be approved by the LLB (who will provide the initial guidance). Periodic progress reports will be provided to the LLB at class meetings throughout the year. The class works in close coordination with senior leaders and a technical advisor. Participants are urged to use Corps communication and electronic methods to the fullest extent possible in completing the project. Technical advice on virtual teams will be made available to the class. The project will be presented at the SPD Strategic Planning Conference in Fall 2004.
- **Strategic Planning Conference \*** – As a capstone to the yearlong program, class members participate in setting corporate policy and direction, identifying needed initiatives and developing business processes at the SPD Strategic Planning Conference.
- ◆ **SPD-wide Regional Orientation Meeting** -- An orientation for all SPD LDP 2004 participants will be held in conjunction with the Leadership Class. This meeting will give participants the opportunity to partner with others, discuss the regional team project as well as attend the Leadership Class.
- ◆ **Program Completion Certificate** -- Each participant that has successfully completed all mandatory program features shall receive a certificate of program completion.
- ◆ **Post Program Evaluation** -- Each LDP graduate will complete a program evaluation, which will be forwarded to the SPN Corporate Board and the SPD LDP.

### **Budgeting Process**

After the orientation meeting, participants will provide a plan and budget to meet their program requirements. Details on how the budget will be reflected will be provided at that meeting. SPN will centrally fund tuition and materials for participant programs; the participant's functional area will fund labor and travel. The SPN Corporate Board will approve the plan and budget. Participants will provide quarterly updates on progress to the Board. At the conclusion of the program, participants will provide a year-end account of expenditures versus budget. Any charges over the approved budget must be coordinated with and approved by the SPN Corporate Board.

### **Application Process**

The application period will be open from 30 June through 18 July 2003. Applicants must submit their completed applications to Arijs Rakstins not later than 1600 hours on 18 July 2003. The application must include:

1. Completed Application/Registration Form
2. Answers to Questions Included in Application
3. Current Resume or DA Form 2302
4. Last performance evaluation

5. Supervisor's Endorsement (Note that non-endorsements will still be considered)
6. Supervisor's Statement of the Applicant's Leadership Potential and how the applicant's participation in the program will be beneficial to the overall SPD mission

### **Selection Process**

A selection matrix that considers leadership potentials, job evaluations, responses to questions, interview and references from others will be used by the SPN Corporate Board to select the best candidates for the program. Interviews will be held on a short list of the best-qualified applicants. The same interview questions will be asked of each short listed candidate. Announcement of the selected candidates will be provided as soon as practical after the decision is made, but not later than 22 August 2003.

### **Training Attendance**

Once accepted into the program and a personal plan and budget are developed and approved, participants are expected to participate in all training and completing required activities, including reading, written assignments and reports. ***Failure to complete planned activities can result in removal from the program.*** The SPN Corporate Board will make the determination, with consultation with the LLB.

### **Completion and Close out**

When all program modules have been completed and validated, the participants will be scheduled to meet with the Corporate Board to discuss the program. Each participant will be expected to complete a written program evaluation within 30 days after graduation.

**SOUTH PACIFIC DIVISION  
(SPN PARTICIPANTS)  
LEADERSHIP DEVELOPMENT PROGRAM FY 2004**

**REGISTRATION FORM**

Name \_\_\_\_\_

Position Title \_\_\_\_\_

Grade/Series \_\_\_\_\_

Organization \_\_\_\_\_

Mailing Address or Office Symbol \_\_\_\_\_

**Application Package must include**

- Signed and completed Registration Form
- Answers to Questions
- Current Resume or DA Form 2302
- Last performance evaluation
- Supervisor's Endorsement
- Supervisor's Statement of the Applicant's Leadership Potential and how the applicant's participation in the program will be beneficial to the overall SPD mission

Applications must be submitted to:

CESPN-ET  
Attn: Arijs Rakstins  
Application Deadline: 1600 hours, 18 July 2003.

I wish to apply for the South Pacific Division Leadership Development Program. I understand that this is a yearlong program and will require significant off-duty commitment. I understand and accept the responsibility to participate in all training and required activities; failure to do so may result in my removal from the program. I also am expected to complete all assigned reading and written assignments. I have obtained my supervisor's approval and am enclosing the required package for consideration. I agree to keep my supervisor fully apprised of my progress, including periodic briefings on what I am gaining from the program, and how I plan to benefit my work environment.

Applicant's Signature

\_\_\_\_\_ Date \_\_\_\_\_

**Supervisor's Statement**

**I understand that there is a significant time commitment involved in the Leadership Development Program and will support the applicant, if selected, in fulfilling this requirement. Realizing that the benefits to the overall organization are significant, workload timing will be adjusted so that the participant has maximum opportunity to participate in all elements and components of the LDP. I will take time to mentor and coach the participant and help utilize their new experiences in our workplace, thereby enhancing the development of our learning organization.**

**Section/Branch Chief Endorsement**

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**(Signature, Title & Date)**

**Division/Office Chief Endorsement**

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**(Signature, Title & Date)**

- Please attach a brief statement regarding the Applicant's Leadership Potential and how the applicant's participation in the program will be beneficial to the overall SPD mission**

## Questions for Applicants

### South Pacific Division Leadership Development Program (SPN Participants)

1. Why did you apply for this program? What do you expect to get out of it personally?
2. How do you feel the South Pacific Division and the San Francisco District will benefit from the Leadership Development Program?
3. Leadership means different things to different people. How do you define leadership? How do you characterize yourself—more of a leader or more of a manager?
4. In your view, what are the most pressing and profound issues facing the Corps of Engineers in general, and the South Pacific Division and its districts in particular?
5. One of the ultimate goals of the program is to develop a cadre of more effective leaders to better serve the public. Public service is our business. What is it that has led you to select a career in public service? And by the end of your career, what contributions would you most like to be remembered for?
6. We are living in dynamic times of ever increasing change and uncertainty. Leaders, in this climate, face the formidable challenge of trying to successfully guide their organizations. Please comment on the attributes that you believe contemporary leaders must possess to effectively lead in today's environment and then could you tell us about the leadership traits that you possess?
7. Recent management literature has dealt extensively with the topic of organizational cultures—what they are and how to deal with them and change them. If you could create an organization from scratch and then have an opportunity to head it up—what would be some of the characteristics of this ideal organization's culture?
8. By definition, to be a leader, you must have people follow you. Why is it that people follow you?
9. This program is a significant commitment of funds from the organization, and in turn a significant commitment on your part. Why are you willing to commit to the on-duty but mostly off-duty time to complete the program?
10. What are your questions?