

HONOLULU-PACIFIC FEDERAL EXECUTIVE BOARD

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April, 2011

To: Federal Agencies and Commands in Hawaii-Pacific Area

From: FEB Executive Director

Subj: FY12 Pacific Leadership Academy Nomination Information

In an effort to assist agencies the Honolulu-Pacific Federal Executive Board (HPFEB), in partnership with the U.S. Office of Personnel Management (OPM), is soliciting early training requests for our FY12 Pacific Leadership Academy programs. In order to meet the training needs of each agency, we are encouraging all Pacific Rim organizations to participate in these leadership enhancement programs. While we continue to use our previous quota allocation system, we are willing to expand the programs to meet agency's needs. Please forward your response to febstaff@hpfeb.org.

The Academy is planning to continue to offer two tracks:

Senior Leaders Program (SLP) -Tuition: \$5200

- Orientation date: September 22, 2011 or October 6, 2011 (mandatory conference call)
- Class sessions are as follows:
 - October 24 – 28, 2011 – 1st Classroom Session
 - March 26 – 30, 2012 – 2nd Classroom Session
 - July 9 – 13, 2012 – 3rd Classroom Session

The three-week Senior Leaders Program is open to GS-13 to GS-15 and military equivalents. High potential GS-12's and military equivalents may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy. (See Attachment A)

Emerging Leaders Program (ELP) -Tuition: \$3400

- Orientation date: September 22, 2011 or October 6, 2011 (mandatory conference call)
- Class sessions are as follows:
 - October 17 – 21, 2011 - 1st Classroom Session
 - March 19 – 23, 2012 - 2nd Classroom Session

The two-week Emerging Leaders Program is open to GS-9 to GS-12's and military equivalent technical specialist, project officers and professionals. The program is designed for new managers or managers who have had little training as a manager, along with those who are still thinking about moving up and want to start grooming themselves to do so. High potential GS-7's and military equivalent may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy. (See Attachment B)

The feedback from the Fellows has been overwhelmingly positive, and these classes have clearly met the developmental needs of these individuals. This is one of the first steps in ensuring Hawaii's federal agencies are poised to meet the future leadership challenge with well trained and qualified leaders. Visit the HPFEB website at: <http://www.honolulu-pacific.feb.gov/pla/index.html> to view previous class photos and materials.

Benefits

- **Base-lined OPM Competencies**: High quality, contemporary and practical leadership development for our next generation of leaders based on approved and certified OPM Senior Executive Service (SES) leadership competencies.
- **Accredited Programs**: Training for the Senior Leaders Program offers 6 graduate-level semester hours in the Public Administration Program from the University of Hawaii, Manoa. Training for the Emerging Leaders Program provides 4 graduate credits. Both programs area certified through the American Council of Education (ACE).
- **Professional Networking**: A unique opportunity to network (including through alumni and assigned consultants) and partner with peers, managers and leaders from other federal agencies and state government agencies in the Pacific region and/or foreign government officials.
- **Quality Faculty**: Professional and high quality training by expert instructors and faculty from all over the United States. .
- **Convenient Location and Schedule**: Training is completed on-site in Honolulu with minimum disruption to work and personal schedules.
- **Cost Effectiveness**: Training provided at a very reasonable cost that involves no travel costs for local agencies (comparable OPM training in CONUS would cost over \$10,000 for tuition and travel).
- **Return-on-Investment (ROI)**: Both the SLP and ELP incorporate Individual Action Plans that link the content of the courses to the participants' real world environment. The results of these action plans are measured in terms of value added to the sponsoring organization.

Program Description

The Academy's mandatory core curriculum consists of classroom instruction conducted by faculty from the OPM Management Development Center in Denver.

The curriculum is based on selected OPM leadership competencies required for Senior Executive Service (SES) certification. Attachment C provides a brief description of these competencies as applied in the Academy leadership training courses. The training will involve learning the competencies, applying the competencies on the job and evaluating the application of the competencies. The Academy will offer a personalized on-line 360°-competency assessment and relevant assessment instruments and inventories. Nominees are strongly encouraged to be enrolled in their own individual agency leadership development program and to have an assigned mentor before commencement of the Academy's first session.

Additional program information is available at: <http://www.honolulu-pacific.feb.gov/pla/index.html>

Priority and Selection: Eligibility for the Academy is prioritized:

1. U.S. Federal Government U.S. citizen civilian employees in the Asia-Pacific region
2. U.S. military personnel, U.S. Government foreign nationals, U.S. contractors and academia
3. Where space is available, the Academy's leadership development program will also be offered to State of Hawaii, City and County of Honolulu, and private sector employees.

This broad eligibility for Academy fellowship is designed to strengthen leadership capabilities throughout the Pacific community and enhance the diversity of the Academy's classes.

Academy Selection Criteria include the following:

- Priority eligibility
- Mix of Department of Defense (DoD) and civilian agency nominees
- Balanced mix of nominees from each of the four DoD services
- Diversity of grade levels and job positions/titles
- Demographic balance
- Agency prioritization of multiple nominees
- Nominees will be notified of selection with a confirmation letter or by email.

Tuition for selected and confirmed registrations is non-refundable. Because the costs of the Academy's program are fixed and not retrievable, agencies will not be given a refund (full or prorated) of the tuition fee if a Fellow is dropped or withdraws from the program for any reason at any time.

Attendance and Requirements

Academy requirements are rigorous. All Fellows are expected to participate fully in each of the one-week sessions, as well as complete **ALL** course requirements for graduation. Academy Fellows are required to **attend every day** of each of the Academy's required sessions since the material presented in the course builds on the previous material. Missing class and/or Academy activities jeopardizes the Fellow's ability to integrate/apply the program's curricula and satisfy the requirements for ACE accreditation. For graduation certificate purposes: Fellows are allowed to miss not more than 4 hours of classroom time for the entire program.

At the end of each one-week session, Fellows will complete an Individual Action Plan (IAP) before the next session begins, or during the final classroom session. At the conclusion of the final classroom session, Fellows are required to submit a final research paper. The Emerging Leaders will also submit a short book report on a leadership subject. These assignments require thought, outside work and classroom time, and follow-up with assigned Consultants. Please consider these requirements when applying for the Academy program. Assignment due dates shall be met within specified time frames.

Affected agency will be notified of Fellow withdrawal and of Academy enrollment termination. In either case, **Fellows who fail to successfully fulfill academic and/or attendance requirements, will be held accountable.**

How to Apply

1. Complete the application form (Attachment D) and supplemental application form (Attachment E) for each nominee and submit to the HPFEB by the following due dates:
 - Senior Leaders Program – 15 July 2011
 - Emerging Leaders Program – 15 July 2011

2. Include justifications for high potential nominees in accordance with course eligibility requirements. See Attachments A and B.
3. The agency comptroller or other authorized official must sign the application to indicate ability and commitment for payment. Applications that do not include the comptroller's/authorized official's signature will not be processed.
4. An approved SF182 ***along*** with the application form may be used.

Special Needs

Participants who require special accommodations (e.g., sign language interpreter, large print materials, and mobility devices) should have their Departmental Personnel Office notify the FEB of these requirements at the time of nomination. Accommodations for special needs participants must be provided and funded by the nominating agency.

Questions

For questions or additional information, contact the following:

- Program/Eligibility - Gloria Uyehara at 808-541-2638 or guyehara@hpfeb.org
- Payment – Toni Allen at 808-541-2637 or febstaff@hpfeb.org



GLORIA UYEHARA
Executive Director

Attachments

PACIFIC LEADERSHIP ACADEMY

SENIOR LEADERS PROGRAM – COURSE DESCRIPTION

Dates:

- Week 1: Leading People – October 24 - 28, 2011, 7:00 a.m. to 4:00 p.m.
- Week 2: Leading Organizations - March 26 – 30, 2012, 7:00 a.m. to 4:00 p.m.
- Week 3: Leading for Results – July 9 – 13, 2012, 7:00 a.m. to 4:00 p.m.

Location: TBD/TBA

Eligibility:

Course is open to GS-13 to GS-15 and military equivalent. High potential GS-12's and military equivalent may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy.

Justifications for nominations for GS-12's and military equivalent are required to provide the name, grade and title of the nominee and one typewritten page addressing the following criteria:

1. Past and present job performance in the area of leadership, management and operations
2. Describe the career impact the Academy training will have on the employee's professional development
3. Describe the impact the leadership training will have on the employing agency's mission
4. Description and dates of any past leadership development training

See the announcement letter for a description of admittance to the Academy based on priority and selection.

Program Design:

The foundation for the Academy's leadership program is a series of managerial competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The leadership program incorporates three major phases:

- learning the leadership competencies
- applying the competencies on the job
- evaluating the application of the competencies

Curriculum:

The curriculum consists of the following three week-long sessions and the successful completion of required action plans and assignments.

A key component of the program will be the development of Individual Action Plans following each week of the program. These action plans apply the learning to Fellows' specific work situations and measure results. Fellows learn to manage individual performance, develop team performance, build relationships with managers and peers and lead employees through change.

Week One: Leading People

This one-week training session focuses on development of the advanced interpersonal skills required to be a leader. Emphasis will be placed on understanding self, dealing effectively with both individuals and teams without simply resorting to the use of one's authority. Fellows will learn to influence others to bring about positive results for both the organization and the customers it serves. The Fellows will also complete a 360° assessment, a developmental tool designed to provide feedback on individual strengths and weaknesses.

Key Results:

- Learn key techniques for effective oral communication.
- Design ways to influence performance in the workplace by incorporating vision, planning, and strategic thinking.
- Distinguish ways to encourage human values in the workplace.
- Assess individual leadership competencies to examine strengths and limitations.
- Break down barriers to creativity and innovation and develop cultures that promote these qualities.
- Recognize systemic causes of conflict and resistance within the organization and employ all resources, including influence, to resolve them.
- Foster an environment where people work together cooperatively to achieve organizational goals.
- Recognize how the power of language influences the direction of the organization.
- Discover how team building can create and expand productivity in the workplace.
- Apply guidelines to empower employees and influence without authority.
- Understand the need to develop networks, collaborate across boundaries.

Leadership Competencies Covered:

- Interpersonal Skills
- Team Building
- Customer Service
- Creativity and Innovation
- Oral Communication
- Leveraging Diversity

Week Two: Leading Organizations

This one-week session will build on the competencies learned in the first session: Leading People. Emphasis will be placed on tools for obtaining desired organizational outcomes. Fellows will explore the importance of innovation and flexibility in solving problems and attaining results. They will develop an understanding of the steps a leader must take to develop a high accountability work force. They will learn of the impact technology is having on all aspects of work and organizations.

Fellows will be involved in a variety of exercises and small group work. As in the previous sessions, they will create action plans to transfer the skills learned in the classroom to the workplace.

Key Results:

- Learn to set performance expectations, develop and coach employees to meet these expectations.
- Diagnose potential or actual problem areas relating to program implementation and goal achievement.
- Learn to overcome resistance and achieve buy-in while leading a change initiative.

- Turn conflict and stress into success and vitality.
- Assess current and future human resource management needs based on organizational goals and budget realities.
- Anticipate organizational change and build coalitions while focusing on results.
- Learn to use leadership skills to address succession planning issues.
- Apply theories of leading people and leading organizations to create a more effective environment that supports a successful performance-based organization.
- Provide positive organizational leadership through high impact communication skills.

Leadership Competencies Covered:

- Conflict Management
- Flexibility
- Resilience
- Problem Solving
- Team Building
- Human Resource Management

Week Three: Leading for Results

This one-week session will concentrate on the competencies critical for leadership success. Fellows will learn to think and act strategically in a dynamic environment and within unique organizational cultures. They will learn techniques for gaining power and using their influence to lead in all directions with subordinates, the boss, coworkers and those outside the agency.

Key Results:

- Lead with results by taking a long-term perspective and anticipating, identifying, and diagnosing potential or actual problem areas.
- Engage people in the process of change by fostering a shared sense of vision, and sense of direction.
- Identify and keep up-to-date on key agency policies/priorities and external economic, political, and social trends that affect the organization.
- Communicate clear, credible messages that create short-term wins.
- Inspire and motive self and others to achieve results through entrepreneurship and other future initiatives.
- Adapt personal leadership behaviors to a variety of situations.
- Identify opportunities to move the organization toward a vision.
- Understand how to take a leadership role in any situation

Leadership Competencies Covered:

- Vision
- Strategic Thinking
- External Awareness
- Accountability
- Entrepreneurship
- Partnering
- Political Savvy

Course Requirements for Graduation:

- Full time attendance.
- Completion of the Myers-Briggs Type Indicator (MBTI) and other in-class or on-line assessments.
- Completion and timely submission of an Individual Action Plan (IAP) and additional leadership work related assignments.

College Credit through the American Council on Education (ACE):

- 6 graduate college credits. Fellows are eligible to apply for the college credits only upon successful completion of all program requirements. The Public Administration Program at the University of Hawaii (Manoa), accepts these credit hours.

PACIFIC LEADERSHIP ACADEMY

EMERGING LEADERS PROGRAM – COURSE DESCRIPTION

Dates:

- Week 1: Personal Leadership – October 17 – 21, 2011, 7:00 a.m. to 4:00 p.m.
- Week 2: Leading Through Others – March 19 – 23, 2012, 7:00 a.m. to 4:00 p.m.

Location: TBD/TBA

Eligibility:

This course is open to GS-9 to GS-12's and military equivalent technical specialist, project officers and professionals. The program is designed for new managers or managers who have had little training as a manager, along with those who are still thinking about moving up and want to start grooming themselves to do so. High potential GS-7's and military equivalent may be considered if a written justification for the nominee clearly demonstrates the individual's leadership potential and that the scope of the individual's job merits admittance to the Academy.

Justifications for nominations for GS-7's and military equivalent are required to provide the name, grade and title of the nominee and one typewritten page addressing the following criteria:

1. Past and present job performance in the area of leadership, management and operations
2. Describe the career impact the Academy training will have on the employee's professional development
3. Describe the impact the leadership training will have on the employing agency's mission
4. Description and dates of any past leadership development training

See the announcement letter for a description of admittance to the Academy based on priority and selection.

Program Design:

The foundation for the Academy's leadership program is a series of managerial competencies, knowledge, skills and behavior that are critical for success. These competencies are based on research done by the U.S. Office of Personnel Management with modifications to fit the needs of federal agencies in the Pacific region.

The Emerging Leaders Program incorporates three major phases:

- learning the competencies
- applying the competencies on the job
- evaluating the application of the competencies

Description:

This course assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are technical specialists, project managers and professionals who are not currently supervisors or managers with

identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the foundation of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this course increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

Curriculum:

The curriculum consists of the following two week-long sessions and the successful completion of required action plans, and additional assignments.

Key components of the program will be the development of Individual Action Plans following each week of the program, review of one leadership book, and the completion of a research paper. The action plans apply the seminar concepts to the Fellows' specific work situations and measure their results. Fellows gain insights into their own personal leadership traits, their strengths and their areas of improvement, as well as competencies that enable them to lead at every level within the organization. The book report and research paper also provides Fellows with additional leadership concepts and practical application to the workplace.

Week One: Personal Leadership

This one-week seminar session focuses on personal developmental needs of non-supervisory and non-managerial employees who could become future leaders in their organizations. Personal assessment tools are used to build an awareness of individual strengths and limitations. Specific leadership tools are presented to enable the Fellows to gain followers and become effective managers and supervisors.

Key Results:

- Develop increased awareness of self and others.
- Learn the foundation of leadership and how leadership and management are complementary but not interchangeable.
- Understand situational decision-making.
- Provide workable solutions to difficult situations related to personality conflicts and working preferences.
- Apply behavior change concepts to work environments based upon an understanding of how and why others approach and interpret events differently, and the value of such diversity.
- Demonstrate team building skills that enhance the productivity and effectiveness of the organization.
- Understand the importance of effective followership.
- Establish the credibility needed to lead without formal authority and to be recognized for that leadership.

Leadership Competencies Covered:

- Continual Learning
- Interpersonal Skills
- Oral Communications
- Team Building
- Resilience
- Problem Solving

Week Two: Leading Through Others

This one-week seminar is designed to motivating others to achieve organizational results. Future leaders need to balance improving their individual behavior skills with learning how to accomplish projects by building a community of willing associates. The program will integrate the dynamics of change while Fellows hold on to the values of a stable organization as well as create an environment that embraces creativity and innovation. Leading Through Others focuses on encouraging employees to perform at higher levels.

Key Results:

- Recognize patterns of change in organizational shifts and directions.
- Create a platform that embraces creativity, innovation, and high performance.
- Recognize the high correlation between physical and mental well-being and its impact on mental agility and individual work performance.
- Assess individual behavior patterns from a 360- (all around) organizational perspective and address how to continue the areas that show strengths and improve upon areas of limitations.
- Value the impact on culture change that diversity and four generations bring to the workplace.
- Integrate organizational and ethical values into the basic principles of good management and effective leadership.
- Develop skills in conflict management.
- Apply Influencing and negotiating skills to lead, build, and support organizational initiatives.
- Learn the traits necessary for long-term leadership growth.

Leadership Competencies Covered:

- Creativity and Innovation
- Flexibility
- Resilience
- Influencing/Negotiating
- External Awareness
- Integrity/Honesty

Course Requirements for Graduation:

- Full time attendance.
- Completion of the Myers-Briggs Type Indicator (MBTI) and other in-class and on-line assessments.
- Completion and timely submission of an Individual Action Plan (IAP) and additional leadership work related assignments.

College Credit through the American Council on Education (ACE):

- 4 graduate college credits. Fellows are eligible to apply for the college credits only upon successful completion of all program requirements.

**KEY OPM LEADERSHIP COMPETENCY DEFINITIONS FOR
SENIOR LEADERSHIP PROGRAM**

LEADING PEOPLE

1. **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
2. **Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
3. **Customer Service** – Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
4. **Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
5. **Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
6. **Leveraging Diversity** – Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

LEADING ORGANIZATIONS

7. **Conflict Management** – Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
8. **Flexibility** – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
9. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
10. **Problem Solving** – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
11. **Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
12. **Human Capital Management** – Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

LEADING FOR RESULTS

13. **Vision** – Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
14. **Strategic Thinking** – Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
15. **External Awareness** – Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
16. **Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
17. **Entrepreneurship** – Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
18. **Partnering** – Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.
19. **Political Savvy** – Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

KEY OPM LEADERSHIP COMPETENCY DEFINITIONS FOR EMERGING LEADERS PROGRAM

PERSONAL LEADERSHIP

1. **Continual Learning - Continual Learning** – Assesses and recognizes own strengths and weaknesses; pursues self-development.
2. **Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
3. **Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
4. **Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
5. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
6. **Problem Solving** – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

LEADING THROUGH OTHERS

7. **Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
8. **Flexibility** – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
9. **Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
10. **Influencing/Negotiating** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
11. **External Awareness** – Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
12. **Integrity/Honesty** – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

ATTACHMENT E

**PACIFIC LEADERSHIP ACADEMY
Supplemental Application Form FY 2012**

Last Name:		First:	MI(s):
Preferred Name or Nickname for Badges/Name Tags:			
Position Title:			
Immediate Supervisor:		Title:	
Number of Years in Your Present Department:		Number of Years in Federal Service:	
Number of Years in Management Position:		Number of People You Manage:	
Briefly describe your duties:			
What are your goals and/or objectives in attending the Pacific Leadership Academy?			
What do you consider your highest responsibility, skill or career achievement to date?			
Principal positions held during the previous five years:			
<u>Agency/Organization</u>	<u>Type of Organization</u>	<u>Your Title</u>	
Highest degree or academic grade completed:			
List business and/or professional memberships:			
Previous management/leadership courses taken in the last 5-10 years:			

SUPPLEMENTAL FORM MUST BE INCLUDED WITH APPLICATION

List the personality assessments you have taken:

Assessment Name or Description*

Indicate Your Level of Understanding of Your Results
of Assessment on a Scale of 1 (Low) to 10 (High)

- | | |
|----|-------|
| 1. | _____ |
| 2. | _____ |
| 3. | _____ |
| 4. | _____ |

*e.g. MBTI, DISC, Element B, Firo B, etc.

List three leadership challenges you currently face at work:

Identify a leader who has had a great impact on your life. What qualities or attributes in that person made them a great leader?

This program requires 100 percent attendance and satisfactory completion of all program requirements (e.g. assessments, Individual Action Plans, final papers, etc.). Both the nominee and supervisor or representative must sign the agreements below:

1. Applicant's commitment to 100 percent attendance and completion of program requirements.

_____	_____
Applicant's Signature	Date

2. Supervisor's commitment to support 100 percent participation and attendance.

_____	_____
Supervisor's Signature	Date

_____	_____
Supervisor's Name (Print or Type)	Supervisor's Telephone #

PRIVACY STATEMENT: This information will be available only to the Academy Program Manager, Program Administrator and the Fellow's assigned IAP Consultant.