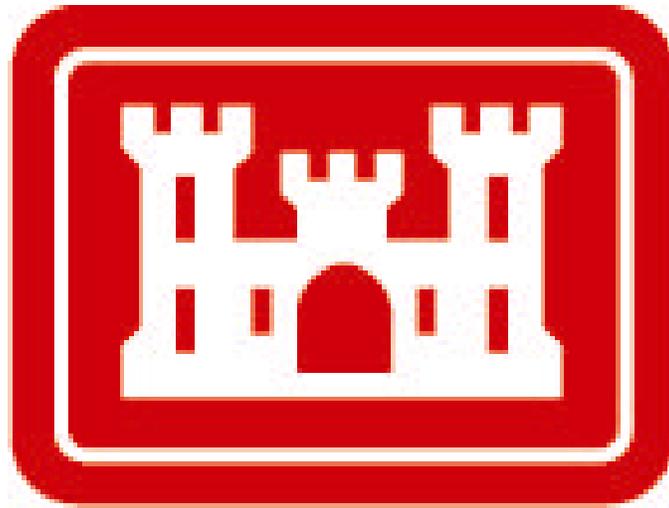


U.S. Army Corps of Engineers
Pacific Ocean Division



Emerging Leader Program

1 September 2000



US Army Corps
of Engineers®

Pacific Ocean Division Emerging Leader Program

Introduction

Purpose: In keeping with the Corps' goals to revolutionize effectiveness, seek growth opportunities, and invest in people, the Pacific Ocean Division (POD) has formalized an Emerging Leader Program (ELP) with Division and District components. The ELP is designed to provide participants with exposure to leadership. As such, basic activities for the ELP include observing leaders in action, participating in POD Senior Leader Conferences, performing Division and District taskings as assigned, attending meetings and serving as mentors to the incoming ELP class. The ELP will also provide participants with a better understanding of both District and Division activities, and of the USACE mission, organization, and business practices. The program seeks to foster a corporate perspective and dedication to the USACE Strategic Vision.

Target Audience: The group should represent a broad cross-section of the Pacific Ocean Division and will be open to employees at the GS-09 through GS-12 grade levels, WG-09 and above, Foreign Nationals at equivalent grade levels and company-grade officer levels. Employees at the GS-13 level may be selected if they have not previously held supervisory positions on a permanent basis.

Roles and Responsibilities

Each individual associated with this program must fully understand the roles and make a commitment to the responsibilities outlined in this document. This commitment should extend not just to the individual participant but also to the participant's supervisor and senior leadership in the District and Division.

1. Division Commander:

- a. Provide Command emphasis necessary to ensure subordinates fully understand the purpose of the program and its importance in implementing the USACE Strategic Vision.
- b. Use ELP participants for special projects, developmental assignments and as a sounding board for new initiatives and proposed guidance and procedures.

- c. Provide appropriate funding for developmental assignments, training and professional development to sustain the viability of the ELP for employees assigned to the Division.
- d. Maintain and measure the success of this program.
- e. Select participants for USACE's Emerging Leaders Conference. Additionally, select a HQ USACE Board of Directors Liaison Team member from the eligible POD Emerging Leaders or Alumni.
- f. Provide recognition for graduating participants.

2. Deputy Commander, HQ POD:

- a. Select HQ POD's participant for POD's ELP.
- b. Monitor the POD ELP and ensure that program goals and objectives are fulfilled.

3. District Commander:

- a. Select the participants for the POD's ELP.
- b. Provide Command emphasis necessary to ensure subordinates fully understand the purpose of the program and its importance in implementing the USACE Strategic Vision.
- c. Develop specific procedures to ensure people with high leadership potential are nominated/selected as ELP participants.
- d. Use ELP participants for special projects, developmental assignments, and as a sounding board for new initiatives and procedures.
- e. Meet with ELP participants at least semi-annually to discuss the participant's progress in the program, ELP and mission-related issues or other appropriate topics.
- f. Incorporate ELP participants into mentoring programs as both mentors and proteges.
- g. Provide appropriate funding to sustain the viability of the ELP for District participation.
- h. Allocate resources and assignments to allow full participation by ELP participants.
- i. Designate a champion or an individual responsible for overseeing the program, including alumni activities.

4. Immediate Supervisor:

- a. Understand and actively support the ELP and its goals.

b. Ensure Individual Development Plans (IDP) contain follow-on training, assignments and vehicles that support all components of the program.

c. Support the Emerging Leader's participation in developmental activities. Assign workload of ELP participant to allow full participation.

d. Coach, teach and mentor ELP participant in the following ways:

(1) Encourage ELP participants to attend the Leadership, Education, and Development (LEAD), Organizational Leadership for Executives (OLE), Sustaining Base Leadership and Management (SBLM) courses, and other developmental programs.

(2) Encourage ELP participants to position themselves to meet the requirements for mobility and breadth of experience necessary for leadership positions.

5. Director of Human Resources, POD:

a. Serve as advisor to the Division and District Commanders on program requirements and applicable developmental programs.

b. Serve as the POD Program Manager.

c. Periodically evaluate the ELP and provide feedback to the Division and District Commanders.

d. Recommend and coordinate appropriate program changes.

6. Equal Employment Manager, POD :

a. Serve as advisor to the Division and District Commanders to ensure that equal opportunity is offered to all participants and applicants without regard to sex, age, race, national origin, color, religion and physical disability.

b. Serve as advisor during the recruitment and selection process of the ELP.

7. Career Program Manager (Division and District) (Applicable to appropriate DA Career Programs):

a. Understand the ELP and its goals.

b. Ensure ELP participants have career program information, i.e., Army Civilian Training, Education and Developmental System, and career or skill registration, etc.

8. Emerging Leader (EL):

- a. Actively participate and complete all requirements of the POD ELP.
- b. Seek the advice of their immediate supervisors for assistance and advice about on-the-job training, formal training courses, and self-development programs for improved performance and career progression.
- c. Work closely with their immediate supervisors to plan and distribute their workload to accomplish both mission and leadership development assignments.
- d. Show initiative to expand their knowledge.
- e. Seek the advice of the Career Program Managers (if applicable) in obtaining career counseling beyond the supervisor.

9. Alumni:

- a. Continue to focus toward improving personal leader-manager effectiveness.
- b. Mentor other ELP participants.

Program Criteria

Eligibility: Individuals who exhibit leadership potential and are within the following categories and grade levels may apply:

- GS-09 through GS-12 (all series)
- WG-09 and above
- Company-grade officer level
- GS-13's who have not served in a permanent supervisory position
- Foreign Nationals at equivalent grade levels

The applicant must also be a full-time, career/career conditional employee and have a minimum three years full-time service.

Individual Development Plan (IDP): The EL participant is highly encouraged to lay out a career path, periodically review career plans and evaluate current progress. One method of accomplishing this is to ensure the IDP is kept current and focuses on both leadership and technical skills. Refer to ER350-1-420, "Five-Year Individual Development Plan (IDP) and Developmental Assignments – Training" when developing the IDP.

Program Length: The ELP length is two years and subject to the following:

- a. Graduation: An EL who has been in the program for two years, met all of the requirements as described in the Program Activities Section under "Minimum Requirements" and has successfully participated in the program, will "graduate" from the program and become

an EL Alumni. Additionally, participation in and graduation from the POD ELP does not guarantee or supplement promotion or reassignment to a supervisory position. The Division Commander will provide appropriate recognition of the ELs who complete program requirements.

b. Promotion: Promotion and/or reassignment to a supervisory position after selection into the ELP will not affect eligibility.

c. Transfer: If the EL transfers from one Corps organization to another, the EL may continue as an EL at the gaining organization, contingent on the gaining Commander's approval.

d. Termination: If the EL consistently rejects assignments, has not successfully responded to any of the program's requests or requirements, or fails to complete assignments, the EL will be counseled and may be terminated from the program by the Division Commander. The EL will not be considered an EL Alumnus.

(e) Resignation: An EL may resign at any time during the two-year participation period. To resign, the EL must submit a letter of resignation to the POD Director of Human Resources through the District Commander (or in the case of HQ POD's EL, through the Deputy Commander, HQ POD). The Division Commander will notify the EL and EL's Commander in writing once the resignation has been accepted. The former EL will not be considered an EL Alumnus.

Application

Application Process: Applicants may either nominate themselves, or be nominated by a Senior Leader at the District or Division level, a supervisor or a peer. EL applicants must submit the following:

- Applicant Profile (Appendix A)
- Application/Nomination Form (Appendix B)
- Statement of Interest (Appendix C)
- Supervisory Assessment (Appendix D)
- Emerging Leader Program Contract (Appendix E)
- Copy of his/her most recent performance appraisal.

An employee who shows exceptional capabilities, but does not meet the eligibility criteria may request a waiver to the policy and with the concurrence of their supervisor, be nominated for selection. The employee's Commander will decide on the request for exception to eligibility requirements.

Selection Process

Pacific Ocean Division ELP: Nomination packages will be submitted through the appropriate supervisory chain. The applicant's Division or Staff Office Chief will review and evaluate the applicant's package, offer comments as appropriate, and submit the package to the District Commander, who will select one or two nominees annually to represent the District. For HQ POD, the Deputy Commander, HQ POD will select one nominee annually.

USACE Emerging Leaders Conference (USACE ELC): During their first year in the ELP, new participants along with current ELs will be considered for attendance to the USACE ELC. The Division Commander, with input from his staff, will select the participant(s) for attendance. The Division Commander may select additional participants for consideration for the at-large berths available Corps-wide. The POD EL participants selected to attend the previous year's USACE ELC may also nominate one person for consideration to an at-large berth for the next USACE ELC.

Frequency of Selection: EL selections will be accomplished in conjunction with POD's annual Senior Leaders Conference (SLC). Selection will normally occur during the second quarter to allow the participants to attend the SLC, which is normally conducted during the third quarter of the respective fiscal year. Each District Commander will select one or two ELs who will remain in the program for two years (for HQ POD, the Deputy Commander, HQ POD will select one nominee annually). However, should any of the previous year's participants leave the program prior to the end of their two-year period, the District Commander has the option of adding participants equal to number of the loss(es). These instructions will be published in POD's annual SLC guidance.

Program Activities

EL Experiences: EL experiences will vary due to the flexibility of the program. Experiences can range from attending the POD SLC/ELC to attending meetings at the District office. The intent of the experience is to provide the ELs exposure to all aspects of leadership to further develop individual skills.

In addition to the "exposure" aspect of the program, there are some excellent formal courses ELs are encouraged to attend, contingent on funding and mission availability, including Leadership Education and Development (LEAD), Organizational Leadership for Executives (OLE), and Sustaining Base Leadership & Management (SBLM) courses.

There are also many opportunities for ELs to practice and demonstrate their leadership skills and potential as they organize activities and work on team projects. ELs are encouraged to "shadow" senior leaders and to serve as mentors and teachers to others.

ELs are encouraged to design their own curriculum, depending on their specific needs, in order to develop their leadership skills and abilities. ELs should work closely with their supervisors to develop a viable plan.

Minimum Requirements:

1. In Progress Reports (IPR): ELs are required to provide IPRs to the Commander (for HQ POD ELs to the Deputy Commander, HQ POD), supervisor, and other ELs about their activities. Elements to be discussed include experiences gained since the last meetings attended, training completed, self-development activities, etc. These IPRs will be done at least semiannually.

2. Meeting Attendance: To provide insight into executive level decision making, the EL participants are afforded opportunities to attend certain meetings. Minimum program requirements include attendance at POD's SLC/ELC, and attendance of at least four of the following: District Project Review Board (PRB) meeting, District Program Budget Advisory Committee (PBAC) meeting, Regional Management Board (RMB) meeting, Command Management Review (CMR), strategic planning sessions, and District staff meetings.

3. Team and Special Projects: Teamwork defines our culture at the Corps of Engineers, and it is imperative the EL understands the significance of teamwork, as well as how to operate and supervise in a team setting. ELs should be assigned to teams whenever resources and mission requirements allow to nurture team experience. ELs should be viewed as a resource for special assignments or team projects, especially as they relate to leadership issues or challenges facing the District or Division. ELs shall actively participate in all team and special projects assigned by District or Division Commanders. Any Division taskings to ELs will be coordinated with District Commanders.

4. Gallup Leadership Competency Interview. Each EL selected to participate in the POD ELP will be required to complete the Gallup's Leadership Competency interview during the first year of the program and will discuss the results with his/her immediate supervisor, mentor and respective District Commander (Deputy Commander, HQ POD for HQ POD EL).

Optional but Highly Encouraged:

1. Training: Formal training is highly encouraged. Examples of various Professional Development programs can be found at Appendix F. ELs should design a training curriculum tailored to meet their specific needs and include it in their IDP. Potential topics to be considered include:

- Leadership
- Interpersonal Communication
- Decision Making
- Team Building Skills
- Productivity and Quality
- Performance Evaluation/Management
- Coaching/Counseling/Mentoring Skills
- Conflict Management and Resolution
- Ethics
- Public Speaking/Briefing Techniques
- Image and Perceptions

- Strategic Planning and Goal Setting
- Persuasion, Power, and Influence
- Financial Management (Federal Budget Process and Fiscal Law)
- Contract-Management
- Change
- Facilitator/Mediation Skills
- Business Practices

2. Field Visits: ELs are encouraged to take one or more field trips throughout the year to field offices, using agencies, private industry and local or State Government offices located within the respective District boundaries. This will provide a better understanding of the mission, business practices, and leadership challenges and styles.

3. Exposure to Leaders : Participants may meet with visiting dignitaries as time and resources allow. Participants are encouraged to meet with various Division and/or District leaders and managers on an on-going basis.

4. Shadowing: ELs are encouraged to pursue opportunities to shadow a Senior Leader within the Corps of Engineers. This could include assisting a Senior Leader on a site visit within their own District/Division or attending a staff meeting or a Regional Management Board meeting. Shadow experiences could vary in length from one day to several weeks, depending on the desires of the Senior Leaders involved, funding, mission requirements, and the EL's supervisor.

5. Mentoring/Teaching: As the ELs progress through the program, they will become an invaluable source of information. They should be encouraged to mentor and teach others, including newly selected ELs.

Division Alumni Program

Upon successful completion of the two year ELP, the Division Commander will recognize the participants as EL Alumni.

Each alumnus may continue to participate in the various activities of the ELP and should serve as a mentor and advisor for incoming participants. Alumnus participation as a mentor is highly encouraged. Responsibility as a mentor or as advisor is not limited to the ELP.

The first graduation class will create and maintain an Alumni Roster. The Roster will be a working document to be passed on and maintained by subsequent graduation classes.

A yearbook may be designed, assembled and published by the graduates, but is not required.

ELs and graduates will provide comments and suggestions to the POD Director of Human Resources about the program for incorporation into this program.

Appendix A

Applicant Profile

(The Applicant Profile must be no more than two pages in length single-spaced, characters no smaller than 12 pitch font, and submitted on plain white bond paper)

Name:

Organization:

Address:

Office Telephone/Fax Numbers:

E-Mail Address:

Career Objectives:

Work Experience:

Significant Accomplishments:

Education:

Special Training/Coursework:

Awards/Special Recognition:

Volunteer and Community Service:

Special Interests:

Appendix B

**Application/Nomination Form
Emerging Leader Program**

Nominee:

Position Title, Series, and Grade:

Career Program:

Major Subordinate Command / Organization:

Office Symbol:

Mailing Address:

E-Mail Address:

Telephone / Fax Numbers:

Name, Office Symbol and Phone Number of Individual Making Nomination / Referral:

Signature

Appendix C

Statement of Interest

The statement of interest must be one page or less (single-spaced, no smaller than 12-pitch font and submitted on plain white bond paper). It should state why you want to be a participant in the Emerging Leader Program and address what you consider to be your major strengths and qualifications for the program in terms of one or more of the following attributes:

- Competitiveness
- Mobility
- Teamwork
- Business Practices
- Focus on Customer
- Leadership
- Challenges
- Diversity
- Promote One Door to the Corps
- Flexibility
- Respect New Ideas
- Strategic Focus
- Loyalty to the Army
- Understand Civilian Leadership in the Military Environment
- Recognize New Work Force Values/Interests
- Any other relevant leadership attribute

Appendix D

Supervisory Assessment

Immediate Supervisors: In two pages or less, please provide an assessment describing the applicant in the areas of Leadership, Management, and Personal Development (bond paper, single spaced, no smaller than 12 pitch font). Include examples of applicant's potential and/or accomplishments.

Appendix E

Emerging Leader Program Contract

I understand and agree to the following if I am selected as a POD Emerging Leader:

- I will actively participate in the POD Emerging Leader Program.
- I understand that this program makes no inherent guarantees, but only enhances my opportunities for self-development and growth.
- I understand that the ELP may be terminated or modified upon approval of the Division Commander.

Subject to availability of funds, the District agrees to provide resources/funding to allow the selectee to participate in the ELP.

Emerging Leader Applicant

Supervisor

District Commander*

(*Deputy Commander, HQ POD for HQ POD EL)

Appendix F

Examples of Professional Development Programs

PROGRAM TITLE	Length of Program	Eligibility Grade GS/GM	On or About Dates of Program	Applications Due Date at MACOM
Army Comptrollership-Syracuse University	14 Months	11 & 12	Jun 00 thru Aug 01	17 September 1999
Army Congressional Fellowship Program (formerly LEGIS)	15 Months	13 thru 15	Sep 00 and Jan 01 thru Aug 01	17 September 1999
Competitive Professional Development - College/University, Developmental Assignments and Training with Industry	Various	11 and above (unless specified)	Jan 00 May 00 Aug 00	13 August 1999 8 November 1999 14 February 2000
Defense Leadership & Management Program (DLAMP)	Intermittent NTE 6 Years	13 thru 15	Continuous	TBD
DOD Executive Leadership	10 Months	12 & 13	13 Sep 00 thru 14 Jun 01	13 December 1999
Energy Mgt Professional Enhancement	12 Months	11 thru 15	Aug 00 thru Aug 01	17 September 1999
Logistics Executive Development (LED)	15 Weeks/ 4 days	12 and above	10 Jan thru 4 May 00 9 Aug thru 30 Nov 00	3 September 1999 6 March 2000
Materiel & Distribution Management Professional Enhancement Prog (MDMPEP)	12 Months	12 & 13	Jan 00 thru Dec 00 Jul 00 thru Jun 01	17 September 1999 18 February 2000
OSD Maintenance Fellowship (formerly Maint Mgt Prof Enhancement Prog (MMPEP)	12 Months	12 thru 14	Sep 00 thru Sep 01	14 February 2000
Secretary of the Army Research & Study	6-12 Months	12 and above	FY 00	13 August 1999 8 November 1999 14 February 2000
Sustaining Base Leadership & Management (SBLM) Resident	12 Weeks	12 thru 14 (by exception 11&15)	23 May thru 11 Aug 00 19 Sep thru 13 Dec 00 11 Jan thru 31 Mar 00	8 November 1999 6 March 2000 19 June 2000
Sustaining Base Leadership & Management (SBLM) Nonresident	11.5 Months	12 thru 14	14 Aug 00 thru 27 Jul 01	8 November 1999
Transportation Management Professional Enhancement Program (TMPEP)	12 Months	12 & 13	Jul 00 thru Jul 01	13 December 1999

Note: Dates of program and application deadlines subject to change. Please check with your local training coordinator if interested in attending any of these courses.