CSG reserves the right to use or publish in other CSG products and services the information provided in this Innovations Awards Program Application. If your agency objects to this policy, please advise us in a separate attachment to your program’s application.

ID # (assigned by CSG): 08-M-32WI

To the Selection Committee:
On behalf of the State of Wisconsin, we are delighted to submit this application for the 2008 Council of Governments Innovations Award. We thank you in advance for your review of this exciting program and look forward to hearing from you further.

Please provide the following information, adding space as necessary:
State: Wisconsin
Assign Program Category: Human Resources/Training and Development

1. Program Name: State of Wisconsin Enterprise Leadership Academies Program

2. Administering Agency
   Office of State Employment Relations

3. Contact Person
   Patricia M. Almond, Administrator, Div. of Merit Recruitment and Selection

4. Address
   101 E. Wilson Street, 4th Floor, Madison, WI 53707

5. Telephone Number
   608/266-1499

6. FAX Number
   608/267-1000

7. E-mail Address
   Patricia.Almond@wiconsin.gov

8. Web site Address
   Office of State Employment Relations: http://oser.state.wi.us/
   Enterprise Leadership Academy (ELA): http://www.ela.wi.gov/
   Enterprise Management Development Academy (EMDA): http://emda.wi.gov/

9. Please provide a two-sentence description of the program.
   The State of Wisconsin has developed and implemented an enterprise-wide leadership and management academy-style model and program, which innovatively provides advanced development of management and leadership skills focused on integrative, shared services, and inter-agency networked problem-solving approaches. The currently implemented programs, the Enterprise Leadership Academy (ELA) and the Enterprise Management Development Academy (EMDA) are designed for experienced leaders/managers as well as aspiring and new managers respectively.
10. How long has this program been operational (month and year)?
The State’s Enterprise Leadership Academies program began with ELA program was implemented as a pilot in March 2006 and completed with a graduation on December 13, 2006. The standard ELA program was launched in May, 2007, with a graduation on February 20, 2008. The Enterprise Management Development Academy (EMDA) was implemented in October, 2007 with an anticipated graduation in October, 2008.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?
As the world of public sector work evolves to be focused on integrative and enterprise-wide solutions and shared services, the State of Wisconsin recognized advanced development of our experienced and new leaders/managers presented a major gap in facing the challenges ahead. In addition, we are facing a substantial retirement burden, particularly in certain classifications, such as Administrative Managers over the next three to five years. We note that the state is:

- Increasingly being asked to do more with fewer resources.
- Receiving declining funding at state and federal levels.
- Fielding calls by citizens for a more caring, responsive government.

Over the years, Wisconsin's agencies have become decentralized. With that change, agencies often view their needs and problems as unique. As such, they strive to resolve these independently and unilaterally; which often results in duplication of training programs and inefficient use of resources. New technology is revolutionizing the way we do business. As this has broadened, executive leaders, front line managers and staff began requesting training for middle managers which could swiftly and intensively develop their leadership knowledge and skills. In addition, Wisconsin state government has embarked on biennial workforce planning and this tool assists agencies in planning training programs.

This program was developed in response to these challenges. In 2005, Wisconsin received a grant from CPS Human Resources Services to develop and pilot the first of our conceptualized programs, the Enterprise Leadership Academy. That program had a very successful outcome, and as a result, a standard ELA program was launched in May, 2007. In addition, in October, 2007, a new pilot program, the Enterprise Management Development Academy was initiated.

Key elements of these innovative enterprise programs include:

- An integrative plan for enterprise-wide leadership and management development.
- Development of a curriculum and program format that would facilitate broader enterprise awareness, problem-solving and inter-agency cooperation, understanding and solution transferability and where possible, shared resources measures.
- A core program utilizing a leadership profile and competencies that would allow for credit transfer to Certified Public Manager (CPM) certification for those enrolled in the CPM program.
- An applied learning project directly related to inter-agency common issues and needs.
- Academy-style programs for thirty to forty cohorts who go through as a class and develop a core network of cross-agency resources.

12. Describe the specific activities and operations of the program in chronological order.
The 2006-2007 ELA pilot program was initiated with the following elements, (some of which were done concurrently):
**PHASE I – Initiation  Timeline: 9.05.05 – 1.03.06**

Develop project proposal
Obtain grant funding
Agency focus groups
Project team planning session
Develop risks document
**Initial Communications identified**
  Stakeholders identified
  Initial communications created and sent

**PHASE II – Design  Timeline: 11.05.05- 3.20.07**

**Leadership Competencies Profile Design**

**Selection**
  Process Design
  Selection committee identified
  Verify rosters of potential participants
  Selection criteria established
  Selection criteria and nomination process sent out to agencies

**Program**
  Leadership needs assessment
  Class sites logistics
  Research possible class/web cast sites
  Identify suitable locations
  Reserve locations/necessary equipment
  Establish web cast dates/locations

**Program curriculum**
  Create available courses/costs matrix
  Initial curriculum identified
  Curriculum aligned with needs assessment/available courses
  Final curriculum established

**Communication/Marketing**
  Identify stakeholders
  Develop communication plan
  Create Communications Tracking tool
  Create defined communications
  Develop marketing materials

**Technology**
  Design of web page
  Web page constructed
  Support plan created
  Logo designed, created and attached to communications

**Pre/Post Evaluation**
  Student self assessment pre/post tool identified
  Student self assessment tooled procured
  Program evaluation tool creation

**Program dates**
  Start date established
  End date established

**Program materials**
  Identify necessary materials
Produce materials

**Policies and Guidelines**
- Identify policies needed
- Create participation agreement
- Create identified polices

**PHASE III – Implementation**  
**Timeline: 12.16.05 – 11.13.06**

**Selection**
- Selection complete
- Selection notices sent
- Selection process communication created
- Nomination/Selection process communication sent

**Program**
- Focus groups conducted for EMDA input
- Focus groups conducted for ELA input
- Develop EMDA proposal
- Request for Proposal - if required

**Pre/Post Evaluation**
- Student self-assessment conducted

**Mid-term program evaluation conducted**

**Communication**

**Marketing Plan**
- Focus group stakeholders identified
- Marketing issues to be discussed in identified focus groups

**Assessment**
- LPI Data collection
- Data Analysis

**Reporting**
- CPS Mid-term report

**Technology**
- Web site launched

**IPMA Central Region Conference Presentation**
- Presentation developed and completed

**IPMA International Fall 2006 Conference Presentation**
- Presentation developed and completed

**PHASE IV - Closing/Reporting**  
**Timeline: 11.14.06 – 1.30.07**

**Pre/Post Evaluation**
- Post program evaluation conducted
- Post program data compiled
- Post program LPI survey conducted by participants
- Post LPI results compiled

**Graduation Ceremony planned and conducted**

**Lessons Learned**
- Lessons learned sharing session
- Lessons learned report summary
- Final pilot summary report
13. **Why is the program a new and creative approach or method?**

The enterprise academy-style, competency-based format used for this program was unique to the state. Training had traditionally been either agency-specific, on a half-day, full-day or at the most a week-long basis. The concept of creating focused, multiple academies for different levels of managers/supervisors was also unique to Wisconsin state government. Our goal was to bring cross-agency managers, supervisors or aspiring managers together in a competitively nominated and selected cohort structure to build stronger collaborative problem-solving networks, shared services model thinking and broader awareness of the functions and common issues of other agencies. This is a beginning step to building broader shared-services, deeper integrative networks at decision-making levels, and transferability culture.

14. **What were the program’s start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)**

The budget for the initial ELA was $30,000 plus OSER staff time. The start-up cost items were as follows:

<table>
<thead>
<tr>
<th>Classroom Supplies and Materials:</th>
<th>Self-Assessment Tools:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Binders, copies, misc. supplies</td>
<td>Leadership Practices Inventory</td>
</tr>
<tr>
<td>Room and Equipment:</td>
<td>Room rental fees</td>
</tr>
<tr>
<td>Internet, Computer hardware</td>
<td>Internet, Computer hardware</td>
</tr>
<tr>
<td>Instructor Costs:</td>
<td>Fees for services rendered</td>
</tr>
<tr>
<td>Staff time: .5 FTE</td>
<td>IT Support:</td>
</tr>
<tr>
<td></td>
<td>Facility fees</td>
</tr>
<tr>
<td>Catering:</td>
<td>CPM Administration:</td>
</tr>
<tr>
<td>Food costs – refreshments,</td>
<td>Fee for course development,</td>
</tr>
<tr>
<td>graduation</td>
<td>University of WI Learning website</td>
</tr>
<tr>
<td></td>
<td>management and curriculum</td>
</tr>
<tr>
<td></td>
<td>coordination</td>
</tr>
<tr>
<td>Staff time: .5 FTE</td>
<td>Costs for OSER staff</td>
</tr>
<tr>
<td></td>
<td>absorbed via General Program</td>
</tr>
<tr>
<td></td>
<td>Revenue</td>
</tr>
</tbody>
</table>

Our overall start-up costs came out to approximately $18,000, with the remaining budget allocated to the new EMDA and standard ELA program.

15. **What are the program’s annual operational costs?** On average we estimate annual costs to be:

- Enterprise Leadership Academy - $45 - $50,000
- Enterprise Management Development Academy - $43-$49,000

16. **How is the program funded?**

The programs are currently funded out of General Program Revenue.
17. Did this program require the passage of legislation, executive order or regulations? No.

18. What equipment, technology and software are used to operate and administer this program? The programs use a variety of technologies. Specifically:
   - Individual program websites
   - Learn at U.W. website for the purposes of activities such as accessing class lists, discussion board postings, drafts of papers and other work produced in the course.
   - Web-based training modules, Web-casting via Mediasite Live.
   - Face-to-face sessions utilizing a full range of software – Microsoft Power Point, Publisher, Word, Excel, LCD projectors, DVD/Videos
   - Online surveys for assessment purposes
   - Online 360˚ self-assessment tools

19. To the best of your knowledge, did this program originate in your state? Yes.
   - Innovator: Patricia M. Almond (including strong collaboration with Dr. Susan Paddock, Director of the Wisconsin Certified Public Manager Program.)
   - Address: 101 E. Wilson St. 4th Floor, Madison, WI 53707
   - Telephone: 608/266-1499
   - Email: Patricia.Almond@wisconsin.gov

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? We are aware of other state leadership programs but not any that are specifically focused on development of shared-services practices, broader enterprise awareness, inter-agency network development and problem-solving in quite this way.

21. Has the program been fully implemented? If NO, what actions remain to be taken? The EMDA is in pilot status at this time. We are utilizing this format to allow for input on the part of cohorts relative to curriculum, format and other vital feedback which will permit effective modification. The plan at this time would be to have a standard EMDA program in 2009.

22. Briefly evaluate (pro and con) the program’s effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

   The 2006-2007 ELA feedback continues to provide us valuable information relative to programming and effectiveness. We are just now compiling feedback from the 2007-2008 ELA and are collecting mid-term evaluations from EMDA cohorts.

   One con is that it will be some time before we can assess long-term impact and effectiveness of these programs. On the pro side, all cohorts have and will continue to do post-academy online assessments which will allow them and us to see where performance is trending. The assessments used are the LPI - ELA and the Edge 360˚ - EMDA.

   We are beginning to see the retirement wave start to rise. With this programs, we have started to address the concerns of executive staff as noted above. However, on the con side, we should be devoting more time and resources to broader development as needed.
We have received testimonials from ELA graduates which further confirm the value of this program and their desire to see it continue. Some specific examples:

Hi Patricia,
Hope all is well with you! I received my post LPI, thanks.
By the way, two weeks ago Department of Workforce Development Secretary Roberta Gassman called and offered me a new leadership position in the Department as the Deputy Administrator of the Division of Family Supports. This is the agency that responsible for Wisconsin Works (W2), Child Care and Child Support programs. I'm very excited about my new role with DWD and look forward to the challenges and new opportunities it will bring.

Just thought I'd share this with you!
- Thanks, James

Hi Patty:
I found the ELA to be a great experience. One real benefit to me was to hear from members of other organizations that many of the problems I am dealing with are the same ones my colleagues have, and it was valuable to be able to throw around ideas. Also I learned about certain topics in which I had no experience or prior training such as Project Management. I certainly am not an expert in it but now if someone asked me to head up a project I would have reference materials and a group of experts (ELA classmates) to contact.
- Greg

Patty:
I absolutely loved it…and would recommend this program to current upper level supervisory staff who are interested in enhancing their careers. It covers a broad spectrum of areas for professional development. I actually found myself looking forward to the days I attended the program sessions. A wonderful opportunity to network with people at my level throughout the various state departments. I have made "working friends" for life.
- Suzanne

In addition, the administration team continues to evaluate processes for modification and improvement. Some key areas we remain focused on are – the ELA funding and resources, program structure, curriculum, applied projects, facilities issues, content and presentation of graduation ceremony, and selection and marketing of the program.

23. How has the program grown and/or changed since its inception?
With the success of the 2006-2007 ELA, a budget was approved to allow for implementation of a standard, ongoing ELA. In addition, it set the stage for the initiation of a second pilot, the 2007-2008 Enterprise Management Development Academy. The program has not changed in its focus, but modifications continue to be made based on participant feedback, emerging trends, workforce planning results and other identified enterprise needs or issues. We have attempted to modify the program and curriculum to better reflect the level of the ELA participants and align curriculum with the Five Practices of the LPI - Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, Encourage the Heart. We have also carved out some of the initial ELA coursework to be put into the EMDA and focus in the ELA on more leadership and advanced management principles. The EMDA provides more in-depth training in the foundations of management. In the attached Appendix A you will see that we have conceptualized a model to continue to build and expand these programs. It would encompass all levels of managers.
24. *What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?*

This program has been based on some broadly transferable concepts:
- Workforce planning identification of critical hiring needs
- Retirement vulnerability among state managers
- Retention of younger talent in the workforce
- The importance of developing and assisting leaders/managers in creating and sustaining inter-agency networks
- Better utilization of shared solutions and resources in problem-solving networks

Organizations looking to implement a model such as this should consider the following:
- What are the current training needs of the organization for leaders/managers?
- How does that fit in with your workforce plans?
- What is your retirement vulnerability? (40-42% in the Midwest public sector)
- How well are you attracting and retaining younger workers
- What is the importance of shared services in your enterprise and would this be an effective tool to address this?
- What is the Executive-level commitment to supporting economically and philosophically the continued development, innovation and continuation of programs such as these?
- What are the resources available and is there an opportunity to collaborate with management curriculum experts such as the Certified Public Manager Program?
**APPENDIX A**

**State of Wisconsin Enterprise Management and Leadership Development Model**

**New or Aspiring Managers**
0-5 years experience

- Enterprise Management Development Academy (EMDA)
- Management Personnel Administration
  (*Basic supervisory training statutorily required for new managers/supervisors)*
- Advanced Management Personnel Administration (*To be Proposed*)

**Experienced Managers**
5+ years experience

- Enterprise Leadership Academy (ELA)
- Wisconsin Certified Public Manager Program (*Elective*)

**Executive Leaders**
Division Administrators and above

- Executive Leadership Academy (*To be proposed*)

**Note:** These training programs are not necessarily in a prerequisite order.