

2008 Innovations Awards Program APPLICATION

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-15MN

Please provide the following information, adding space as necessary:

State: **Minnesota**

Assign Program Category (applicant): **Training and Development** (Use list at end of application)

1. Program Name **Advanced Leadership Development Program [ALDP]**
2. Administering Agency **Minnesota Department of Corrections**
3. Contact Person (**Lisa Cornelius Assistant Commissioner or Charles Dively Manager of Employee Development or Joel Linker Employee Development Specialist**)
4. Address **1450 Energy Park Dr. St. Paul, MN 55108**
5. Telephone Number **651-361-7156**
6. FAX Number **651-603-0185**
7. E-mail Address **cdively@co.doc.state.mn.us**
8. Web site Address **www.doc.state.mn.us/**
9. Please provide a two-sentence description of the program. **ALDP is designed to prepare the future leaders of corrections by incorporating the best practices, mentoring, project assignments and workshops over an 8 month period.**
10. How long has this program been operational (**September 2006**) Note: the program must be between 9 months and 5 years old on March 1, 2008 to be considered.
11. Why was the program created? What problem[s] or issue[s] was it designed to address? **The ALDP was created as the workforce projections indicated an estimated 40% turnover of senior leadership in Corrections over the next 5-7 years. We wanted to also use the expertise of the current leaders before they retired to develop the future leaders.**
12. Describe the specific activities and operations of the program in chronological order.
 - a. **Site visits by a senior manager**
 - b. **Program Planning Committee established**
 - c. **Program developed**
 - d. **Applicant Selection Committee established**
 - e. **Participants selected**
 - f. **Mentors selected**
 - g. **Mentors trained**
 - h. **Mentors matched to participants**
 - i. **Projects selected**
 - j. **Begin session**
 - k. **Participants attend sessions, meet mentors and work on projects**
 - l. **Program evaluation**
13. Why is the program a new and creative approach or method? **The program combines the best practices of cohort training, mentoring, project management, and performance**

measurement. This is an extremely cost effective model. The participant cost is \$1,000 per person and yet.

- a. Each participant receives
 - i. 72 hours of instruction
 - ii. 56 hours of mentoring
 - iii. Approximately 64 hours of project work
 - iv. Individual career feedback
 - v. Behavioral assessment
- b. The organization receives
 - i. A more qualified applicant pool when positions become available
 - ii. Innovative project solutions
 - iii. A more well rounded participant in their current role
 - iv. A participant who is more likely to stay at DOC because they feel recognized and valued

14. What were the program's start-up costs? **Start-up cost was \$20,000. The behavioral assessment and speaker fees were the largest expenditures. Speakers average \$1500-\$2500 but most were government employees and therefore free.** (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.)

15. What are the program's annual operational costs? **\$20,000**

16. How is the program funded? **Budgeted in the Employee Development division**

17. Did this program require the passage of legislation, executive order or regulations? **No.** If YES, please indicate the citation number.

18. What equipment, technology and software are used to operate and administer this program?
NA

19. To the best of your knowledge, did this program originate in your state? **I do believe this model may be a unique process as the separate components mentoring, projects, workshops are integrated into a more effective model for employee development.** a If YES, please indicate the innovator's name, present address, telephone number and e-mail address. **Charles Dively is the contact or Lisa Cornelius or Joel Linker but there was a panel of people involved in the program development.**

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? Many states have attempted to create leadership development models. States will either send their leaders to a program or create their own. **ALDP differs in a number of ways:**

- a. **First, it is by application. Individuals must apply each year. Managers who were not accepted this year are not wait listed for the next year. The application includes a quantitative as well as qualitative components. Individuals self assess their strengths and weaknesses. The applicant's manager also assess behavioral traits of applicants. An essay is included in the application package. Resumes are also used to evaluate prospective candidates. There can be no current discipline in the applicant's personnel file.**
- b. **Applicant selection. Applicants are selected based upon a numerical scoring system. The selection panel includes a cross section of senior management. Resumes, self evaluations, essays, performance and supervisor evaluations are all scored and utilized to identify qualified applicants.**
- c. **Behavioral Assessment. The behavioral assessment is not only a tool to increase the effectiveness of selection. It is also a tool to evaluate the effectiveness of the entire program. The goal is to monitor behavioral changes over a substantial period of time. Participants will be reevaluated in 5-7 years.**

- d. **Project selection.** The projects that participants will work on must have organizational wide impact. Members on the task force include a process champion and team members who may or may not have experience and expertise in the area of the project. The process champion will have that expertise and usually at least one person on the team will be knowledgeable of the project/process. A team leader is elected by the team members who must coordinate activities with the project champion.
- e. **Mentoring.** Mentors are recruited from senior management. Mentors meet with participants at least monthly. Mentors will assist the participants to grow and develop . The mentors are also working to prepare the next generation of leaders for MN-DOC.
- f. **Lectures.** The focus is on practicing skills rather than on lecturing. Participants therefore spend the majority of the workshop working in small groups.
- g. **Session content.**
 - i. **Personal Ethics**
 - ii. **Organizational Culture and Values**
 - iii. **Valuing and Promoting Diversity**
 - 1. **Working with the Media and Legislature**
 - 2. **How to Marge the System**
 - 3. **Managing Change and Conflict**
 - 4. **Coaching and Motivating**
 - 5. **Collaborative Decision Making**
 - 6. **DOC Mission and Structure**
 - 7. **Strategic Planning and Execution**
 - 8. **Project Management**
- h. **Case studies.** The case studies flow from one session to the next. In one session, participants will learn to make a 10% staff reduction. In the next session they will learn of the employment and labor implications of their decisions. These longitudinal case studies help to weave the program together.
- i. **Real life applications.** Individuals will present at a mock legislative committee. The format is as realistic as possible. Individuals will also get to see an actual committee meeting for comparative purposes.
- j. **Presentations** Each participant must make a personal presentation as well as be part of their project team presentation. Participants are coached and counseled on presentations skills as needed.
- k. **Roundtable discussions.** Participants will select who they would like to have as part of the roundtable discussions. Senior managers can come from corrections or other state agencies.
- l. **Books:** Participants need to read books selected by instructors or the program committee.

21. Has the program been fully implemented? Yes. **This is in its second year. The second wave of ALDP participants will be completed in April of 2008.** If NO, what actions remain to be taken?

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

23. How has the program grown and/or changed since its inception? **The ALDP also incorporates a behavioral assessment that will be used to ascertain the effectiveness of the application process. We want to be able to better predict who will be a senior leader. We are currently doing a comparative analysis between the behaviors of current senior managers and the future leaders. We anticipate this analysis will be completed over the next 5-10 years.**

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? **It does take some time as the workshop is only one small part of the overall program. The mentoring and the project selection are critical to the success of the program and both require a considerable investment of time.. The key to this model is utilizing the experienced mentors before they leave the department. The budget expense is small in comparison to the benefits gained by facilitating the development of future leaders.**