

2009 Innovations Awards Program
APPLICATION
DRAFT

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ID # (assigned by CSG): 09-MW13SD

Please provide the following information, adding space as necessary:

State: **South Dakota** _____

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

1. Program Name – **South Dakota Leadership Development Program**
2. Administering Agency – **Bureau of Personnel**
3. Contact Person - **Ellen Zeller, Director of Classification and Training**
4. Address – **Bureau of Personnel, 500 E. Capitol, Pierre, SD 57501**
5. Telephone Number **(605)773-3148**
6. FAX Number **(605)773-4344**
7. E-mail Address ellen.zeller@state.sd.us
8. Web site Address: <http://bop.sd.gov>
9. Please provide a two-sentence description of the program.
The South Dakota Leadership Development Program is a customized graduate level certificate program which provides leadership development to selected participants in state government.
Each year, the program established a cohort of fifteen nominated state employees to take part in five graduate credit courses, all of which have been designed to meet the core leadership competencies established for South Dakota state government leaders
10. How long has this program been operational (month and year)?
Applications for the first participants of the program were taken in April, 2005. The first class of the initial group was held in July, 2005.
11. Why was the program created?
One of the goals Governor Rounds has for state government is to provide leadership development opportunities for our employees to ensure that we have fully trained and developed people to move into leadership positions as they are vacated.

What problem[s] or issue[s] was it designed to address?

With the impending retirements of many of our seasoned managers, we realized we needed to start training our younger, less experienced staff so they would be prepared to take on leadership roles throughout state government as the need arose.

12. Describe the specific activities and operations of the program in chronological order.

- 1. Departments nominate potential program cohorts.**
- 2. The Governor's Chief of Staff and Assistant Chief of Staff, as well as the Commissioner of Personnel select fifteen cohorts from all those nominated. The programs run from July through November of the following year.**
- 3. The fifteen cohorts take five graduate level classes at set times during the 18-month period. Typically, the classes run one week at a time, at a location where the entire group is together for the full week. There is often pre-work for each class, with the instructor providing work assignments by email.**
- 4. The final class ends with a graduation lunch and ceremony, where the students are presented with their certificates. Governor's cabinet members who have graduating students attend the lunch and governor's office staff traditionally speaks at the ceremony.**

13. Why is the program a new and creative approach or method?

We see a tremendous value in partnering with an institution of higher education to offer opportunities for selected employees to earn graduate credits, enough for almost half of a graduate degree, and learn pertinent leadership and management skills at the same time. The Leadership Competency Model that was crafted for South Dakota state government, based on our current governor's leadership requirements, was used to tailor the courses to meet our development needs.

This program truly meets our goal of providing a method to identify and develop our potential leaders in state government. It also provides a unique opportunity for employees from all different state agencies to network with each other and brainstorm solutions to issues that cross state agency lines within all of state government.

14. What were the program's start-up costs?

Minimal start up costs as no up-front investment was needed other than staff time. The costs of the program are billed out to the participating agencies throughout the program period.

15. What are the program's annual operational costs?

The average cost per participant for the entire 18 month program is around \$6000. Each of the five classes costs around \$1300 per participant. The costs include tuition, books, travel, lodging, and per diem.

16. How is the program funded?

Each agency pays their participants costs.

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?
Computers as email is the most used method of communication by the program administrator as well as the course instructors; some of the classes have included an online component , so web access is necessary.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and email address.
YES. Bureau of Personnel staff worked with staff from two higher education facilities to determine the coursework to meet the leadership competency model that had been developed for Governor Rounds and his managers. Five graduate level courses were tailored to meet the needs of the program. They are offered through the University of South Dakota as a certificate program.

The current program administrator, Ellen Zeller, has been involved since the program's inception. Her address, phone number and email are listed above.

20. Are you aware of similar programs in other states?
Aware of other leadership programs, but not one that is like ours.

21. Has the program been fully implemented? **YES**
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.

We believe we are successfully developing our employees to become leaders, which is most evidenced by the career advancements many of the participants have already seen. While some have moved to leadership positions outside of state government, several have moved into positions of leadership either within their agencies or in other agencies in state government. State government managers understand the value of employees who have graduated from the program and are using them as key players in their agencies. The only downside to the program is the limited number of participants who can go through the program at one time.

23. How has the program grown and/or changed since its inception?
The structure of the program has remained nearly the same since it started in 2005. Since that time, we have started four different groups, with 41 having graduated and 15 more currently on their way to graduation. One of the unexpected outcomes of the program is the development of "think tank" groups made up of leadership program graduates who meet to work on solutions for current issues and problems in state government. There has

been an interest by many of the leadership program participants to take the remaining graduate courses to complete a master's degree program. As a result we are working with USD to offer the courses in Pierre in a hybrid manner to ensure the students have the opportunity to complete their degrees.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

There would need to be a willingness on the part of an institution of higher education to tailor the courses to the needs of the program, as well as to offer the classes in the structure and timeframes necessary. We benefit from USD making this a program where the students earn a certificate following completion of the program, whether they take the individual classes for credit or not. Not all higher education institutions would be willing to do so.

2009 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

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CSG Innovations Awards 2009
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Contact:

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This application is also available at www.csg.org, in the Programs section.

Deadline: March 2, 2009